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Financing of the United Nations Organization Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Mission in the Democratic Republic of the Congo for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) for the period from 1 July 2009 to 30 June 2010, which amounts to $1,428,123,500, inclusive of budgeted voluntary contributions in kind in the amount of $4,953,900.

The budget provides for the deployment of 760 military observers, 19,815 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel, 1,251 international staff, 2,915 national staff, 678 United Nations Volunteers, and 14 Government-provided personnel, including temporary positions.

The total resource requirements for MONUC for the financial period from 1 July 2009 to 30 June 2010 have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (stable security environment, territorial security of the Democratic Republic of the Congo, security sector reform, democratic institutions and human rights, and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2007/08)*	*Apportionment (2008/09)*	*Cost estimates (2009/10)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	470 810.1	466 354.7	559 530.4	93 175.7	20.0
Civilian personnel	215 371.3	242 827.3	272 191.9	29 364.6	12.1
Operational costs	385 307.4	478 494.4	591 447.3	112 952.9	23.6
Gross requirements	**1 071 488.8**	**1 187 676.4**	**1 423 169.6**	**235 493.2**	**19.8**
Staff assessment income	20 659.0	23 999.2	27 518.5	3 519.3	14.7
Net requirements	**1 050 829.8**	**1 163 677.2**	**1 395 651.1**	**231 973.9**	**19.9**
Voluntary contributions in kind (budgeted)	4 153.4	3 426.9	4 953.9	1 527.0	44.6
Total requirements	**1 075 642.2**	**1 191 103.3**	**1 428 123.5**	**237 020.2**	**19.9**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c,d]	*United Nations Volunteers*[d]	*Government-provided personnel*[e]	*Total*
Executive direction and management										
Approved 2008/09	—	—	—	—	84	35	—	3	—	**122**
Proposed 2009/10	—	—	—	—	86	35	—	3	—	**124**
Components										
Stable security environment										
Approved 2008/09	—	15 098	—	750	17	6	—	1	—	**15 872**
Proposed 2009/10	—	17 883	—	550	23	7	—	6	—	**18 469**
Territorial security of the Democratic Republic of the Congo										
Approved 2008/09	760	—	—	—	23	13	—	14	—	**810**
Proposed 2009/10	760	—	—	—	23	13	16	14	—	**826**
Security sector reform										
Approved 2008/09	—	—	391	—	22	16	—	—	—	**429**
Proposed 2009/10	—	—	391	500	23	17	—	1	14	**946**
Democratic institutions and human rights										
Approved 2008/09	—	—	—	—	216	275	77	190	—	**758**
Proposed 2009/10	—	—	—	—	202	252	96	150	—	**700**
Support										
Approved 2008/09	—	1 932	—	—	814	2 393	158	587	—	**5 884**
Proposed 2009/10	—	1 932	—	—	828	2 531	14	504	—	**5 809**
Total										
Approved 2008/09	760	17 030	391	750	1 176	2 738	235	795	—	**23 875**
Proposed 2009/10	760	19 815	391	1 050	1 185	2 855	126	678	14	**26 874**
Net change	**—**	**2 785**	**—**	**300**	**9**	**117**	**(109)**	**(117)**	**14**	**2 999**

[a] Represents highest level of authorized/proposed strength.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance.

[d] Includes 176 positions (47 international staff, 49 national staff and 80 United Nations Volunteers) for a period of 6 months, and 2 positions (1 Under-Secretary-General and 1 Assistant Secretary-General) for a period of 9 months on a when-actually-employed basis.

[e] Relates to Corrections Officers who were previously included in the strength of United Nations police.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) was established by the Security Council in its resolution 1291 (2000).

2. The Secretary-General, in his letter dated 31 October 2008 (S/2008/703) to the President of the Security Council, referred to the additional requirements requested for MONUC in the light of the persistent crisis in eastern Democratic Republic of the Congo. By its resolution 1843 (2008) of 20 November 2008, the Security Council decided to authorize, as recommended by the Secretary-General in his letter dated 31 October 2008 (S/2008/703), a temporary increase of MONUC authorized military strength by up to 2,785 military personnel, and the strength of its formed police unit by up to 300 personnel.

3. In the light of the resurgence of violence in the eastern provinces of the Democratic Republic of the Congo, the President of the Security Council, in his statement of 29 October 2008 made on behalf of the members of the Council (S/PRST/2008/40), indicated that the Council strongly supported the efforts of the Secretary-General to facilitate the dialogue between the leaders of the Governments of the Democratic Republic of the Congo and Rwanda and encouraged him to send a special envoy tasked with this mission as soon as possible. In his letter of 3 November 2008 (S/2008/684), the Secretary-General indicated his intention to appoint Olusegun Obasanjo, former President of Nigeria, as his Special Envoy for the Great Lakes region with a broad mandate to assist the Governments of the Great Lakes subregion in addressing the challenges to peace and security posed by the continued presence and activities of armed groups in the eastern Democratic Republic of the Congo. He would explore with the Governments of the region, in particular the Governments of the Democratic Republic of the Congo and Rwanda, ways to build mutual confidence and enhance bilateral relations. He would further ensure sustained United Nations engagement in pursuing these objectives and effective coordination with other international partners undertaking diplomatic initiatives on these issues. In accordance with the mandate also given to him by the African Union and the International Conference on the Great Lakes Region, at their joint summit in Nairobi on 8 November 2008, the Special Envoy would act as a co-facilitator, together with former President of the United Republic of Tanzania, Benjamin Mkapa, in a facilitation mechanism and conflict resolution process involving all regional actors under the chairmanship of the President of Kenya, the current Chair of the International Conference on the Great Lakes Region. In his letter of 5 November 2008 (S/2008/685), the President of the Security Council informed the Secretary-General that his decision to appoint Olusegun Obasanjo had been brought to the attention of the members of the Security Council, who had taken note of the decision.

4. The most recent extension of the mandate of MONUC was authorized by the Council in its resolution 1856 (2008) of 22 December 2008, by which the Council decided to extend the deployment of MONUC until 31 December 2009 and authorized the continuation until that date of up to 19,815 military personnel, 760 military observers, 391 police personnel and 1,050 personnel of formed police units.

5. The Mission is mandated to help the Security Council achieve an overall objective, namely, to advance peace and security in the Democratic Republic of the Congo.

6. Within this overall objective, MONUC will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (stable security environment, territorial security of the Democratic Republic of the Congo, security sector reform, democratic institutions and human rights and support).

7. The expected accomplishments correspond and contribute to the priorities established by the Government of the Democratic Republic of the Congo and its international partners, in consultation with the United Nations country team, and will serve as the benchmarks to be achieved before the gradual withdrawal of the Mission can begin. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The number of outputs in the frameworks is streamlined to include only the key ones to be delivered for the implementation of the mandate of the Mission.

8. The human resources of MONUC, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the 2008/09 budget, including reclassifications, have been explained under the respective components.

9. The Mission's headquarters in Kinshasa, where the offices of the Special Representative of the Secretary-General and his Deputies, the Force Commander, the Police Commissioner and the Director of Mission Support are located, focuses on Mission-wide planning, on centralized operations that cannot be delegated to the field offices and on the determination of resource requirements and the allocation of resources to the field. The Mission has two regional offices based in Kinshasa for the western region and Goma for the eastern region, which coordinate the decentralized support arrangements to the 17 field offices and 5 sub-offices under their respective purviews, including the Mission headquarters in Kinshasa. At the office level, Field Operations Managers are responsible for the direct provision of day-to-day support to the clients within their areas, including the military and the formed police units. In view of the regional dimension of the efforts of the United Nations and the international community to help the Security Council achieve the overall objective of maintaining international peace and security in the region, MONUC is maintaining its liaison offices in Kigali, Kampala and Pretoria.

10. The Mission's military structure comprises a Force headquarters in Kinshasa with a forward headquarters deployed in Goma. The Force is deployed as follows: a brigade of two battalions in the west; and three brigades and two sectors totalling 15 battalions in the east, of which 10 battalions are deployed in the Kivus, the area in which the military component's main efforts are focused. The additional 2,785 military personnel authorized in Security Council resolution 1843 (2008) will be deployed in the eastern Democratic Republic of the Congo, with particular focus on the Kivus.

11. Military observers and United Nations police officers are deployed throughout the country. The Mission maintains a logistics base at Kinshasa, providing support

services to personnel deployed in Kinshasa and the western region and a logistics hub in Entebbe, Uganda, to provide logistical support operations to the military, United Nations police and substantive civilian personnel deployed in the Eastern Region, including the coordination of air operations, support to the strategic airlift of troops and cargo transiting Entebbe for deployment in the United Nations Mission in the Sudan (UNMIS), the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Integrated Office in Burundi (BINUB), operational support to and tasking of four aircraft positioned in Entebbe, regional procurement of goods and trans-shipment of rations to the east.

12. Six formed police units are deployed throughout the region, comprising 125 formed police personnel in each unit: three units in Kinshasa and one each in Kananga, Beni and Goma. The additional 300 formed police units authorized in Security Council resolution 1843 (2008) will be deployed in Bukavu, South Kivu and Bunia (Ituri District) in the Orientale Province.

B. Planning assumptions and mission support initiatives

13. During the 2009/10 period, the military resources and related activities of MONUC will continue to be deployed in the eastern Democratic Republic of the Congo, particularly in the Ituri District, including Haut Uélé, and in the provinces of North and South Kivu, where the concentration of the security problems, as well as of the remaining caseloads for the disarmament, demobilization and repatriation of foreign armed groups and for the disarmament, demobilization and reinsertion of Congolese fighters are located. Throughout the 2009/10 period, the military force will further concentrate in those areas while at the same time preparing the handover phase in the more stabilized and secure areas in the western part of the country. The additional 3,085 military contingents and formed police personnel, as authorized by the Security Council in its resolution 1843 (2008), will be deployed equally in North and South Kivu in support of the existing MONUC forces and the Forces armées de la Republique Démocratique du Congo (FARDC).

14. The United Nations support for the security and stabilization of eastern Democratic Republic of the Congo will continue to focus on the implementation of the United Nations Security and Stabilization Support Strategy in partnership with the United Nations country team in the five eastern provinces (Orientale, North Kivu, South Kivu, Maniema and North Katanga). The Strategy includes actions aimed at stabilizing areas in the east, where armed groups are expected to disband in accordance with the agreements of the statements of commitment (actes d'engagement) and the Nairobi Communiqué of November 2007. The main focus of the Strategy, the implementation of which commenced in January 2008, will continue to be the protection of civilians by improving the security environment and extending basic state authority through a combination of integrated military, political, development and humanitarian initiatives. The Strategy will continue to bring together, prioritize and accelerate elements from the pre-existing frameworks, including the Government priority action plans, the 2008 Humanitarian Action Plan and the MONUC mandate implementation plan. Therefore, the Mission offices in North and South Kivu and in Ituri will be strengthened with additional resources for the implementation of the United Nations Security and Stabilization Support Strategy, for the establishment of conflict resolution and confidence-building mechanisms and for coordination with the United Nations country team and other

partners in the implementation of the stabilization programmes as a prelude to the MONUC transition and drawdown.

15. At the same time, MONUC will continue the intensified support to FARDC in terms of training, monitoring and logistical support for the joint operations. The support to FARDC for the ongoing operations is considered an initial component to broader security sector reform initiatives. The support to FARDC is predicated on two main objectives: addressing the external threats (foreign armed groups) through joint operations, mentoring and monitoring of FARDC; and addressing the internal threats (internal armed groups) by supporting the disengagement and disarmament, demobilization and reinsertion and brassage processes. Since the military resources and related activities are concentrated in the Ituri District and the provinces of North Kivu and South Kivu, MONUC will maintain a forward headquarters in Goma. MONUC will also maintain the forward operating base established at Dungu in the far north-east of the country to enable the support of the FARDC operations.

16. The Mission will also continue its efforts to strengthen the democratic process by providing political advice to the Government and the Parliament of the Democratic Republic of the Congo and to provincial and sub-provincial (territorial and district level) authorities, with emphasis on advocacy, technical support and their coordination role vis-à-vis the international donor community on cross-cutting issues impacting the democratization process, including the reinforcement of the role of civil society and good governance.

17. The proposed 2009/10 budget includes resource requirements related to the Special Envoy for the Great Lakes region, who will work in close coordination with the Special Representative for the Democratic Republic of the Congo in support of the efforts of the Secretary-General to promote full normalisation of relations between regional countries, in particular to facilitate dialogue between the leaders of the Democratic Republic of the Congo and Rwanda, to assist the Governments of the subregion to address the challenges to peace and security posed by the continued presence and activities of armed groups in the eastern Democratic Republic of the Congo, and to engage directly with the parties to the political processes in the Kivus.

18. In the 2009/10 period, MONUC will continue to provide assistance in the preparation and conduct of the indirect local elections, including the update of the voter register, the registration of candidates and the preparations for polling and counting of ballots. MONUC will also provide assistance to post-electoral activities, including the counting of ballots, tallying and final tabulation of results, the resolution of electoral disputes, the announcement of results and the retrieval of electoral materials. MONUC will also provide assistance to the subsequent step in the local election process, i.e., the indirect elections, which are scheduled for March 2010. Assistance to the Independent Electoral Commission will facilitate the transition from the current temporary body to the permanent electoral management body, the National Independent Electoral Commission.

19. MONUC structures are likely to evolve. Certain western provinces will see the downsizing of the Mission as mandated tasks, including support to the local elections, are completed and benchmarks for a gradual drawdown and transfer to post-peacekeeping and peacebuilding arrangements are achieved.

20. In the light of the increased emphasis on security sector reform under Security Council resolution 1756 (2007), the Security Sector Reform Unit was established in the 2008/09 period with the objective of providing assistance to the Government of the Democratic Republic of the Congo, in cooperation with international and United Nations partners, in putting in place the preconditions for a comprehensive security sector reform process. The main priorities during the 2009/10 period will be to continue to support the efforts of international partners to assist the Government in the initial planning process of security sector reform; provide technical advice, as requested, to the elaboration of national defence sector reform strategies; develop the capacities of the Congolese National Police (PNC) and related law enforcement agencies by providing technical assistance, training and mentoring; and advise the Government on strengthening the capacity of the judicial and correctional systems, with emphasis on military justice. Furthermore, in the light of Security Council resolution 1820 (2008), MONUC will play a role in the fight against sexual violence in armed conflicts, with special focus on protecting vulnerable groups such as internally displaced persons, refugees and minors from exposure to threats and acts of sexual violence.

21. In the light of the renewed emphasis in Security Council resolution 1856 (2008) on the illegal exploitation of natural resources by armed groups and their accomplices, the Joint Mission Analysis Cell, in cooperation with Force headquarters, will assist the Government of the Democratic Republic of the Congo in creating a deterrent by stepping up the number of unannounced inspections of cargo at airports, ports and border entry and exit points.

22. The Secretary-General recently appointed his Deputy Special Representative for the Rule of Law in MONUC to replace the Principal Deputy Special Representative, which was warranted by the recent emphasis on the necessity to assist and monitor a comprehensive security sector reform in the Democratic Republic of the Congo. Following this appointment and the arrival of the Deputy Special Representative for the Rule of Law in October 2008, the Mission senior management undertook a review of the structure of the Mission and decided to reallocate responsibilities and to regroup tasks between the two Deputy Special Representatives on the basis of a thematical approach.

23. The Gender Affairs and the Child Protection Sections, which were previously under the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), have been placed under the new Deputy Special Representative (Rule of Law) as the functions of both Sections are interlinked thematically with the rule of law, police and human rights activities. On the other hand, the Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement/Disarmament, Demobilization and Reintegration Section and the Quick-impact Projects Unit now report to the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator), as the respective activities are coordinated with other United Nations agencies, funds and programmes under a common strategic approach and integrated concept headed by the Deputy Special Representative (Resident Coordinator/ Humanitarian Coordinator). The reorganization of the substantive offices also included placing the Political Affairs Division and the Office of Public Information directly under the Special Representative. Taking into consideration that the Political Affairs Division has the responsibility to closely monitor the political developments and dimensions, which requires constant and prompt response and coordination with the head of the Mission, the Division will report directly to the

Special Representative. Furthermore, since the Office of Public Information also follows the political developments and transmits publicly the vision of the head of the Mission, it was decided to move the Office under the Special Representative.

24. In resolution 1856 (2008), the Security Council requested the Secretary-General to make recommendations on the progressive handover to the United Nations country team and bilateral partners of the tasks mandated under paragraph 4 of the resolution, as far as the western part of the country is concerned. Recommendations to that effect were included in the twenty-seventh report of the Secretary-General to the Security Council on MONUC (S/2009/160). While some of the resulting changes may be implemented during the 2009/10 budget period, the full impact of the handover can only be reflected in the subsequent budget period.

25. The Division of Mission Support will continue to provide logistical and administrative services to the civilian, military and police personnel. This will include the inspection and verification of contingent-owned equipment, the movement of troops for security assignments, and the provision of rations, fuel and water. In addition, support will also be provided to FARDC for joint operations and training. Because of the vast geographical size of the Democratic Republic of the Congo and lack of road infrastructure within the critical areas of mission operations, air transport will remain the main mode for the movement of troops, cargo and civilian personnel. The Mission will seek to increase utilization of alternatives to transport of cargo by air, and strategies of directing activities towards land and water will be developed during the 2009/10 period to minimize risks connected to massive and intense air activity, and may in future also provide further efficiencies in transportation.

26. Following the authorization by the Security Council of the temporary increase of MONUC authorized strength by 3,085 additional military and police personnel, including 20 additional air assets to support the additional tasks, a limited increase in civilian personnel (15 international posts, 130 national posts and 23 United Nations Volunteers) is proposed in order to strengthen civilian integrated support services to ensure adequate provision of support for the additional troops and formed police personnel.

27. The Mission also proposes to undertake a number of service improvements in the area of procurement by updating guidelines to strengthen internal control mechanisms, facilitate acquisition planning, ensure timely response to stakeholders' inquiries and improve processing and lead times. It is also proposed to establish a procurement link on the Mission website through which procurement requirements, such as expressions of interest, tenders, registration of vendors, would be available.

28. Further service improvements related to the disposal of waste materials, write-off of equipment and stock level of assets held will be achieved through the planned installation of incinerators for waste materials to improve the disposal of certain categories of waste materials at local sites rather than transporting them to an incinerator site in Bunia or outsourcing the service to costly local vendors.

29. In view of the mandated handover of responsibilities in the western part of the country requested in Security Council resolution 1856 (2008), the technical assessment mission has recommended that a joint United Nations transition strategy be prepared by the United Nations country team and MONUC to ensure a smooth transition from peacekeeping to peacebuilding and development activities. In

accordance with Headquarters guidelines on such initiatives, it is proposed that the joint strategy be elaborated in the format of an integrated strategic framework. The process will require support from the relevant sections of Headquarters. In order to avoid a multiplication of planning frameworks, it has been proposed that the integrated strategy build on and streamline existing strategic frameworks, the mission implementation plan for MONUC and the United Nations Development Assistance Framework of the United Nations country team, and be fully aligned with the Government's priority action plans programme.

30. The resource requirements for the 2009/10 period reflect an increase of 19.8 per cent compared with the 2008/09 period, which is primarily attributable to: (a) additional requirements for military contingents, resulting from the temporary increase of MONUC authorized military strength by up to 2,785 military personnel and the freight and deployment of related contingent-owned equipment, and the increased cost of rations; (b) additional requirements under facilities and infrastructure, resulting from the acquisition of hardwall and softwall prefabricated facilities, generators, water purification equipment, fuel tank and pumps and other equipment, increased requirements for the rental of premises, field defence supplies, petrol, oil and lubricants and self-sustainment related to the additional 3,085 military and formed police personnel, the alteration of newly acquired prefabricated facilities and rehabilitation and maintenance of airfield to enhance air safety and increase capacity for larger aircraft, the increase in the average cost of diesel fuel from $0.95 per litre in 2008/09 to $1.05 per litre in 2009/10 and the provision of rental of premises, utilities, alteration and renovation, security services and maintenance supplies and services for the Office of the Special Envoy of the Secretary-General on the Great Lakes region; (c) additional requirements under air transportation, owing to the provision for 2 additional C-130 Hercules fixed-wing aircraft and 18 additional MI-17 rotary-wing aircraft, to support the additional 3,085 military and formed police personnel and the requirements for 147 flight hours by the Special Envoy for the Secretary-General on the Great Lakes Region, offset in part by the exclusion of dedicated aircraft (29 helicopters and 6 fixed-wing aircraft) in support of the direct local elections; (d) additional requirements for national staff, resulting from the proposed establishment of 130 additional posts in support of the temporary increase in the number of military and formed police personnel, the revision of salary scales for National Officers and national General Service staff effective 1 July 2008, the change in the basis of the average salary scale (from GS-3/step IV in 2008/09 to GS-3/step VII in 2009/10 for national General Service staff and from NOA-I in 2008/09 to NOB-II in 2009/10 for National Officers), resulting from the outcome of a comprehensive grade-level review on the alignment of the grade level of posts with their corresponding functions and additional requirements related to the conversion of the contractual status of national staff from the 300 to the 100 series; (e) additional requirements under ground transportation, owing primarily to the replacement of 259 vehicles of various types in accordance with the standard replacement cycle, the acquisition of 140 new light and heavy vehicles, of which 83 vehicles will be in support of the additional 3,085 military and formed police personnel, and 48 vehicles will be for reserve requirements in accordance with standard guidelines, an increase in the average cost of diesel fuel from $0.95 per litre in 2008/09 to $1.05 per litre, and the provision of fuel requirements to support joint operations and training with FARDC ($443,200 in 2009/10 compared to $148,600 in 2008/09); (f) additional requirements for salaries, including post adjustment and common staff costs for international staff, pursuant to

General Assembly resolution 63/250 of 24 December 2008 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (g) additional requirements under other supplies, services and equipment, resulting from the provision of rations to 19,920 FARDC troops for an 8-month period for joint operations and to 16,800 FARDC troops for a 4-month period for training, pursuant to Security Council resolution 1794 (2007). The increased requirements are offset in part by: (a) reduced requirements under United Nations Volunteers, owing to the abolishment of 152 positions, of which 110 positions were in support of local elections; (b) reduced requirements under medical, resulting from a decrease in medical services based on recent expenditure patterns; and (c) reduced requirements under general temporary assistance, resulting from the elimination of requirements for mission subsistence allowance for international staff, the exclusion of 42 Field Service positions approved for a 6-month period in 2008/09 in support of local elections, and the abolishment of 17 positions (6 P-4 and 11 P-3) in the Electoral Assistance Division.

31. Pursuant to General Assembly resolution 63/250, the proposed 2009/10 budget reflects the conversion to the Field Service category of 182 international General Service posts approved for the 2008/09 period, without change in functions.

C. Regional mission cooperation

32. The establishment of a stable security environment in the Democratic Republic of the Congo has notable regional implications. In this connection, MONUC will continue to maintain liaison offices in Pretoria, Kigali and Kampala, and has established a dedicated regional relations capacity within the Political Affairs Division. The Special Representative of the Secretary-General will continue to promote periodic meetings with neighbouring peacekeeping missions, special political missions, and integrated offices in the Sudan, Chad, the Central African Republic and Burundi. The Mission, with the other signatories, will also facilitate and monitor the implementation of the Nairobi Communiqué of 9 November 2007. Initiatives will be continued to promote the use of the Entebbe logistics hub as a shared resource for other United Nations operations in the region.

D. Partnerships, country team coordination and integrated missions

33. The Strategic Planning Cell was established in 2008/09 in connection with the integrated mission planning process, with the aim of, in collaboration with the Integrated Office, intensifying coordination with the United Nations country team, the preparation and management of the MONUC mission implementation plan, the establishment and tracing of the benchmarking system in the light of the Mission's eventual downsizing, transition and handover to a post-MONUC presence in the Democratic Republic of the Congo. Concrete steps for improved integration have already been taken in areas, such as (a) the United Nations Security and Stabilization Support Strategy, which is implemented jointly by MONUC and United Nations agencies, funds and programmes; (b) the protection of civilians, where joint protection teams established within MONUC would work in collaboration with United Nations agencies, funds and programmes; and (c) logistics, where a liaison officer, funded by the World Food Programme, is

deployed in MONUC's passenger booking office to facilitate the use of MONUC aircraft by United Nations personnel.

E. Results-based budgeting frameworks

Executive direction and management

34. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General[c] **and Offices of the Deputy Special Representatives**											
Approved posts 2008/09	3	3	17	16	5	8	—	**52**	30	3	**85**
Proposed posts 2009/10	3	3	17	18	13	—	—	**54**	30	3	**87**
Net change	—	—	—	**2**	**8**	**(8)**	—	**2**	—	—	**2**
Heads of liaison and field offices											
Approved posts 2008/09	—	4	12	—	8	8	—	**32**	5	—	**37**
Proposed posts 2009/10	—	4	12	—	16	—	—	**32**	5	—	**37**
Net change	—	—	—	—	**8**	**(8)**	—	—	—	—	—
Total											
Approved posts 2008/09	3	7	29	16	13	16	—	**84**	35	3	**122**
Proposed posts 2009/10	3	7	29	18	29	—	—	**86**	35	3	**124**
Net change	—	—	—	**2**	**16**	**(16)**	—	**2**	—	—	**2**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved international General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.
[c] Includes the Protocol Unit, the Legal Affairs Section, the Quick-impact Projects Unit, the Strategic Planning Cell, the Joint Mission Analysis Cell and the Joint Operations Centre.

Joint Mission Analysis Cell

International staff: Increase of 2 posts

35. It is proposed that two posts of Information Analysts (P-3) be established to strengthen the monitoring and inspection capacities of the Cell to enforce arms embargo and deter illicit exploitation of natural resources.

36. In the light of the re-emphasis on the control over the illegal exploitation of natural resources under Security Council resolution 1856 (2008), the Joint Mission Analysis Cell would assist the Government of the Democratic Republic of the Congo, in cooperation with the Force headquarters, in implementing the mandated

tasks by increasing the number of unannounced inspections of cargo at airports, ports and border entry and exit points. A selected number of military observers would work closely with the Cell and monitor entry and exit points in the Kivus and Ituri. One of the Information Analysts would be deployed in Goma to cover North Kivu and Ituri, and the other in Bukavu to cover South Kivu and the northern part of Katanga. The incumbent would supervise and monitor the mandated tasks; coordinate one airport inspection per month for the Kivus; analyse data recovered from inspections; and map patterns of illegal trafficking in natural resources and identify spoilers. The incumbents would also engage in the activity of registering weapons that have been turned in by ex-combatants. The registered data would be centralized, used to analyse and trace the weapons and shared with the Group of Experts on the Democratic Republic of the Congo in accordance with the request in Security Council resolution 1807 (2008).

37. Follow-up of inspections and analyses of collected data would require coordination and inputs at the national and provincial levels, in close coordination with State actors. The incumbents would liaise not only with the military observers, but also with various substantive sections of the Mission, the Group of Experts, embassies, mining companies, and the Congolese interlocutors, such as law enforcement agencies, airport authorities, border controller authorities, military personnel, the Ministry of Interior and Security and the intelligence services, for joint planning, authorizations for access to ports, airports and border entry points and access to the Chamber of Commerce, the Cadaster, and the Ministry of Mining, with the aim of establishing patterns of legal/illegal trades of natural resources and identifying spoilers and trafficking routes. Although the Cell already has some in-house capacity in information analysis, the emphasis on the increasing role of MONUC with respect to control over illegal exploitation of natural resources and the extensive tasks already undertaken by the existing staff would require the additional two posts to be deployed to focus on the eastern Democratic Republic of the Congo.

Component 1: stable security environment

38. Component 1 on stable security environment reflects the Mission's mandated priorities of ensuring the protection of civilians including humanitarian personnel under imminent threat of violence, particularly from any of the parties engaged in the conflict. As detailed in the frameworks below, the main tasks during 2009/10 will be: to deter any attempt to threaten the Goma and Nairobi processes and to disrupt the military activities of all armed groups engaged in conflict; to coordinate and support joint operations with FARDC to facilitate the disarming of all armed groups, both Congolese and foreign, to ensure their participation in the relevant pacification processes; to support and contribute to the Congolese pacification process of disarmament, demobilisation and reintegration; and to identify and curtail the provision of support to all illegal armed groups from the illicit trade in the natural resources of the Democratic Republic of the Congo, while working in close cooperation with the Government of the Democratic Republic of the Congo. MONUC will also work with the United Nations country team and other partners in facilitating the delivery of humanitarian assistance in the Democratic Republic of the Congo and in the implementation of the United Nations Security and Stabilization Support Strategy in five provinces in eastern Democratic Republic of the Congo (Orientale, North Kivu, South Kivu, Maniema and Katanga), which includes actions aimed at rapidly stabilizing areas in the east, where armed groups are expected to disband in accordance with the actes d'engagement, the Nairobi Communiqué, and the Peace Agreements reached between the Government of the

Democratic Republic of the Congo, the Congrès national pour la défense du peuple (CNDP) and the armed groups on 23 March 2009. The main focus of the United Nations Security and Stabilization Support Strategy will remain the protection of civilians by improving the security environment and extending basic State authority through a combination of integrated military, political, development and humanitarian initiatives. The Strategy will bring together, prioritize and accelerate elements from pre-existing frameworks, including the Government's priority action plans and the 2008 Humanitarian Action Plan.

Expected accomplishments	*Indicators of achievement*
1.1 Improved protection of civilians in the Democratic Republic of the Congo	1.1.1 Increase in the number of joint assessment missions to insecure/inaccessible areas (2007/08: 583; 2008/09: 485; 2009/10: 534)
	1.1.2 Reduction in the total number of internally displaced persons due to armed violence (2007/08: 1,305,851; 2008/09: 900,000; 2009/10: 810,000)
	1.1.3 Return to the Democratic Republic of the Congo of 50,000 Congolese refugees from a total number of 332,500 refugees (2007/08: 59,318; 2008/09: 99,318; 2009/10: 149,318)
	1.1.4 Reduction in the number of casualties among the local population from mine accidents (2007/08: 114; 2008/09: 105; 2009/10: 90)

Outputs

- 190 daily patrols by contingent troops in priority areas
- 48 company operating bases deployed within priority areas of Ituri and North and South Kivus to monitor and deter attacks against civilians
- Demining of a total of 500,000 square metres in the Democratic Republic of the Congo, in coordination with international partners
- Verification and demining of 200 kilometres of roads, mainly in the eastern part of the country
- Provision of mine risk education for 700,000 people, including internally displaced persons, refugees, local communities through implementing partners

Expected accomplishments	*Indicators of achievement*
1.2 Stabilization of sensitive areas in eastern Democratic Republic of the Congo	1.2.1 Reduction in the number of reported ceasefire violations of the actes d'engagement (2007/08: 334; 2008/09: 200; 2009/10: 100)
	1.2.2 Increase in the number of State representatives deployed in stabilized areas of the United Nations Security and Stabilization Support Strategy in North Kivu, South Kivu, Ituri, Maniema and Northern Katanga (2008/09: 240 representatives; 2009/10: 480 representatives)

Outputs

- 192 company months (24 companies x 8 months) of joint operations with 24 FARDC battalions against domestic armed groups
- 32 company months (4 companies x 8 months) of independent operations against domestic armed groups
- 96 company months (24 companies x 4 months) of in-field training for 24 FARDC battalions involved in joint operations
- 20 daily flight-hours in support of patrols, joint operations and other activities
- Advice, through monthly meetings, to national and provincial authorities on the development of stabilization programmes and conflict resolution in Ituri, North and South Kivu and northern Katanga
- Rehabilitation, in coordination with donors and United Nations agencies, of 15 administrative offices for State representatives at the district level along the United Nations Security and Stabilization Support Strategy axes in Ituri, Maniema, South Kivu, North Kivu and Northern Katanga
- 48 formed police unit months (4 formed police units x 12 months) of joint operations with the Congolese National Police mobile units, namely the Mobile Intervention Group and Rapid Intervention Police, in sensitive areas of eastern Democratic Republic of the Congo and along main strategic axes (Ituri, South Kivu, North Kivu) in support of the deployed Intervention Unit and Territorial Unit of the Congolese National Police

Expected accomplishments	*Indicators of achievement*
1.3 Disarmament and demobilization of former combatants in the Democratic Republic of the Congo	1.3.1 Increase in the total number of disarmed Congolese ex-combatants demobilized (2007/08: 74,127; 2008/09: 201,893; 2009/10: 251,893)
	1.3.2 Agreement of signatories of the actes d'engagement to enter demobilization process
	1.3.3 Increase in the total number of children in armed groups demobilized (2007/08: 35,814; 2008/09: 38,314; 2009/10: 41,291)

Outputs

- Provision of security and logistical support to national disarmament, demobilization and reintegration programmes (protection of disarmament points and transit camps, and transportation of former combatants to disarmament and transit sites in Ituri, North and South Kivu, Maniema and North Katanga provinces)
- Multimedia public information campaign including 24 radio Okapi interviews, 1 web interview, 8 video interviews, for all armed groups to sensitize members of armed groups and to inform the public of the disarmament, demobilization and reintegration activities
- 12 monthly meetings with national authorities, United Nations agencies and non-governmental organizations to coordinate the withdrawal of 2,977 children from armed groups and their transfer to transit care facilities and/or their communities
- 24 biweekly meetings with military groups and FARDC, civilian authorities and community leaders on accessing and withdrawing children from armed groups

- 24 biweekly meetings with the Structure militaire integrée, FARDC and civilian authorities on the coordination, assessment and implementation of national disarmament, demobilization and reintegration programmes with special focus on a community disarmament programme
- Advice to the Unité d'execution du programme national de désarmement, demobilisation et réinsertion on the implementation of the national disarmament, demobilization and reintegration programme through 24 meetings with the multi-country demobilization and reintegration programme of the World Bank, the African Development Bank and the United Nations Development Programme
- 12 donor meetings on resource mobilization for the community reintegration programme

External factors

Policies of Democratic Republic of the Congo authorities; actions of Democratic Republic of the Congo authorities with regard to national disarmament, demobilization and reintegration programmes; actions of the Government of the Democratic Republic of the Congo and Governments of neighbouring States in contributing to political reconciliation and stability; availability of international humanitarian assistance; availability of donor resources for stabilization programmes; voluntary contributions for disarmament, demobilization and reintegration; adherence of all parties to commitments under the actes d'engagement

Table 2
Human resources: component 1, stable, security environment

Category	*Total*
I. Military contingents	
Approved 2008/09	**15 098**
Proposed 2009/10	**17 883**
Net change	**2 785**
II. Formed police units	
Approved 2008/09	**750**
Proposed 2009/10	**550**
Net change	**(200)**

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service[a]*	*General Service[a]*	*Security Service*	***Subtotal***	*National staff[b]*	*United Nations Volunteers*	***Total***
Office of the Force Commander											
Approved posts 2008/09	1	2	1	—	2	1	—	**7**	5	—	**12**
Proposed posts 2009/10	1	2	1	—	3	—	—	**7**	5	—	**12**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Office of the Police Commissioner											
Approved posts 2008/09	—	1	1	3	1	2	—	**8**	1	1	**10**
Proposed posts 2009/10	—	1	1	3	3	—	—	**8**	1	1	**10**
Net change	—	—	—	—	**2**	**(2)**	—	—	—	—	—

Regional Stabilization Unit											
Approved posts 2008/09	—	—	—	—	—	—	—	—	—	—	—
Proposed posts 2009/10	—	—	3	3	—	—	—	6	1	5	12
Net change	—	—	**3**	**3**	—	—	—	**6**	**1**	**5**	**12**
Mine Action Liaison Unit											
Approved posts 2008/09	—	—	—	1	—	1	—	2	—	—	2
Proposed posts 2009/10	—	—	—	1	1	—	—	2	—	—	2
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Subtotal, civilian staff											
Approved posts 2008/09	1	3	2	4	3	4	—	**17**	6	1	**24**
Proposed posts 2009/10	1	3	5	7	7	—	—	**23**	7	6	**36**
Net change	—	—	**3**	**3**	**4**	**(4)**	—	**6**	**1**	**5**	**12**
Total (I-III)											
Approved 2008/09											**15 872**
Proposed 2009/10											**18 469**
Net change											**2 597**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved international General Service posts, without change in functions.
[b] Includes National Officers and national General Service staff.

Regional Stabilization Unit

International staff: Increase of 6 posts

National staff: Increase of 1 post

United Nations Volunteers: Increase of 5 positions

39. Following the launch of the United Nations Security and Stabilization Support Strategy in eastern Democratic Republic of the Congo, a new Regional Stabilization Unit was established in the 2008/09 period to meet the increasing coordination required in implementing the Strategy. The Unit has been initially staffed with one Civil Affairs Officer (P-4) in Bunia and three Civil Affairs Officers (P-3) in Goma, Kindu and Kalemie on temporary loan from the Civil Affairs Office and one Driver (national General Service) from the Transport Section.

40. The establishment of the Regional Stabilization Unit in Goma is now proposed, which would report directly to the Coordinator for the eastern part of the Democratic Republic of the Congo, while retaining close coordination with the Integrated Office in Kinshasa. The Unit would coordinate the implementation of the various programmes and operations of MONUC and United Nations partners within the context of the United Nations Security and Stabilization Support Strategy and would contribute to policy development, planning and resource mobilization with the United Nations agencies, funds and programmes and national and international partners. The Unit would be composed of a Stabilization Team leader (P-5), 2 Stabilization Advisers (P-4), 3 Stabilization Officers (P-3), one Driver (national General Service) and 5 Stabilization Support Officers (Untied Nations Volunteers).

41. MONUC initiated the development of a security and stabilization strategy to lay the groundwork for the Mission's eventual withdrawal from the Democratic Republic of the Congo. Following the signing of the Nairobi Communiqué and the Conference on Peace, Security and Development for the provinces of North and South Kivu in January 2008, the Mission refocused the development of the strategy to include actions aimed at rapidly stabilizing areas in the eastern Democratic Republic of the Congo where armed groups are expected to disband in consequence of the agreements. Most of the elements of the strategy are MONUC-driven and the overall management and responsibility for the strategy rests with the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General.

42. The Stabilization Team Leader (P-5) would be based in Goma and would provide policy advice on issues central to stabilization in eastern Democratic Republic of the Congo, including the extension of State authority, the implementation of basic infrastructure projects (construction and rehabilitation of key access roads and police, justice, administrative and prison infrastructures), disarmament, demobilization and reintegration, and coordination on the return and reintegration and delivery of basic social services, and provide advice on the strategic direction of the United Nations during the stabilization and reconstruction phases. The Team Leader would work closely with the Government of the Democratic Republic of the Congo, international financial institutions, donors and non-governmental organization partners to ensure that the strategic framework of the stabilization plan is of high quality and contains realistic results matrixes and monitoring and evaluation matrixes. The incumbent would also provide advice on programmes that will be undertaken by United Nations agencies, funds and programmes during the stabilization phase in order to ensure linkages between the humanitarian operation and development initiatives and that core programmes are aligned with the main objectives of the country's Poverty Reduction Strategy and other Government frameworks; regularly measure the progress in achieving the objectives of the United Nations Security and Stabilization Support Strategy through the establishment and management of a robust incident tracking, monitoring and evaluation system; and promote, in close collaboration with the Office of Public Information, enhanced awareness and understanding of the stabilization and the United Nations Security and Stabilization Support Strategy through a comprehensive information, community and sensitization strategy. Finally, the incumbent would represent the United Nations on Government commissions and forums related to stabilization and reconstruction, lead the integrated mission planning team at the provincial level and provide substantive inputs to the donor support group for stabilization.

43. Two posts of Stabilization Advisers (P-4) are also proposed, comprising one post to be based in Bukavu and the other in Bunia. The incumbents would provide support to the Stabilization Team Leader in the coordination of day-to-day activities of the United Nations Security and Stabilization Support Strategy and would coordinate and participate in assessment and field missions to evaluate progress in implementation of stabilization programmes, assess requirements for the planning of new stabilization interventions, conduct regular monitoring visits to assess performance of implementation partners, and liaise with partners at the provincial and local levels. The incumbents would also participate in awareness-raising activities on stabilization issues in close collaboration with the Office of Public

Information; prepare planning and analytical reports on the Stabilization Strategy; support the management and organization of coordination meetings; and provide programmatic advice and support to the Mission, the United Nations country team and other partners. The Stabilization Adviser in Bukavu would deputize in the absence of the Stabilization Team Leader.

44. It is also proposed to establish three posts of Stabilization Officers (P-3) in Goma, Kindu and Kalemie. The incumbents would provide support to the Stabilization Team Leader in coordinating the day-to-day activities of the United Nations Security and Stabilization Support Strategy and would coordinate and participate in assessment and field missions to evaluate progress in the implementation of stabilization programmes, assess requirements for the planning of new stabilization interventions, conduct regular monitoring visits to assess performance of implementation partners, and liaise with partners at the provincial and local levels. The incumbents would also participate in awareness-raising activities on stabilization issues in close collaboration with the Office of Public Information; prepare planning and analytical reports on the Stabilization Strategy; support the management and organization of coordination meetings; help identify and resolve problems as they arise; and regularly update the database on the operational activities of the United Nations system.

45. In addition, five positions of Stabilization Support Officers (United Nations Volunteers) are proposed to coordinate relevant mission-wide, multi-component activities. Taking into account that the Stabilization Strategy is composed of four components (security, political, state-building and return, reintegration and recovery), the incumbents would collect, review and assess reports prepared by each component and use the information in monitoring the progress of the implementation of the Stabilization Strategy. The incumbents would also draft routine and ad hoc situation reports as well as briefing notes; prepare and update maps; ensure that technical queries from the field offices are followed up; respond to requests for information from the Mission's senior management, monitor, analyse and report on humanitarian developments, disaster relief/management or emergency situations in the assigned area; and support organization of monitoring and planning missions to the field.

46. Finally, it is proposed to establish one post of driver (national General Service) to support the Unit, through the redeployment of an existing post from the Transport Section.

Component 2: territorial security of the Democratic Republic of the Congo

47. Component 2 on territorial security of the Democratic Republic of the Congo includes support to the voluntary repatriation of foreign ex-combatants on Congolese territory, assistance to the Government of the Democratic Republic of Congo in developing effective border controls in clamping down on the illicit exploitation of natural resources by armed groups and their accomplices and in implementing the arms embargo established pursuant to Security Council resolution 1533 (2004) and reaffirmed in Security Council resolution 1856 (2008); as well as support to the enhancement of regional security. The main priorities in the 2009/10 period will consist of actions to implement the Nairobi Communiqué, including the voluntary repatriation or other arrangements (relocation) of remaining foreign armed groups as agreed between the Democratic Republic of the Congo and Rwanda; and to facilitate, through the provision of good offices, various confidence-

building structures, the improvement of regional relations, culminating in the establishment of diplomatic relations between the Democratic Republic of the Congo and Rwanda. In parallel, the Mission will monitor relevant developments and support, as necessary, the implementation of the Pact on Security, Stability and Development in the Great Lakes Region. Furthermore, it will support the efforts of the Special Envoy of the Secretary-General on the Great Lakes region to assist the Governments of the subregion to address the challenges to peace and security posed by the continued presence and activities of armed groups in the eastern Democratic Republic of the Congo; explore with the Governments of the subregion, and in particular the Governments of the Democratic Republic of the Congo and Rwanda, ways to build confidence between them and enhance their bilateral relations, and ensure effective coordination with other international partners undertaking diplomatic initiatives on these issues.

Expected accomplishments	*Indicators of achievement*
2.1 Disarmament, demobilization and repatriation of foreign armed groups in the Democratic Republic of the Congo	2.1.1 Increase in the cumulative number of remaining foreign ex-combatants and their dependents repatriated (2007/08: 16,193; 2008/09: 22,193; 2009/10: 26,193)
	2.1.2 Increase in the cumulative number of remaining children from foreign armed groups released and repatriated (2007/08: 66; 2008/09: 126; 2009/10: 186)

Outputs

- Logistical support for the repatriation of 4,000 foreign ex-combatants and their dependents to their countries of origin
- 256 company months (8 battalions x 4 companies x 8 months) of joint operations with FARDC against foreign armed groups in support of the Nairobi Communiqué
- 32 company months (4 companies x 8 months) of independent operations against foreign armed groups
- 4 meetings with the Great Lakes Contact Group, 6 meetings with joint monitoring group special envoys, 5 Tripartite Plus Commission meetings, to provide political, logistical and technical support to the Nairobi process
- Conduct of sensitization campaigns, including field missions, to sensitize remaining foreign combatants in the Democratic Republic of the Congo

Expected accomplishments	*Indicators of achievement*
2.2 Enhanced border control in the Democratic Republic of the Congo to combat the trafficking of arms and illicit trade in natural resources	2.2.1 Increase in the number of intercepted shipments of illegal arms by arms inspectors (2007/08: 0; 2008/09: 2; 2009/10: 5)
	2.2.2 Increase in the number of arrests of illicit cargo of natural resources (2008/09: 0; 2009/10: 4)

Outputs

- 4 military observer patrols per day to monitor borders with Rwanda and Uganda
- 2 riverine patrols per day to monitor borders with Rwanda and Uganda
- 48 training sessions on border control to Congolese national police units in Bas-Congo, Bandundu, Kasai Occidental and Katanga
- 12 unannounced inspections of aircraft, ships or trucks at strategic border entry points in collaboration with the governments in North and South Kivu
- 24 joint inspections with the Government at airports, sea ports and other border entry points

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards the establishment of regional security mechanisms and normalized relationships with neighbouring countries for the management of stability in the Great Lakes	2.3.1 Exchange of ambassadors between the Democratic Republic of the Congo and Rwanda, Burundi and Uganda (2008/09: 0; 2009/10: 3) 2.3.2 Increased number of extraordinary summits of the International Conference on the Great Lakes Region on the situation in the Democratic Republic of the Congo (2008/09: 1; 2009/10: 3) 2.3.3 No reported cases of armed groups using territories of neighbouring States as staging grounds (2007/08: 0; 2008/09: 0; 2009/10: 0)

Outputs

- Good offices, participation and provision of logistical support to facilitate regular consultations among the Democratic Republic of the Congo, Uganda, Rwanda and Burundi on border and regional security issues
- 10 dialogue sessions mediated by the Special Envoy of the Secretary-General on the Great Lakes region between the Government of the Democratic Republic of the Congo and rebel groups
- 8 sequences of regional consultations on the peaceful settlement of the crisis in the eastern Democratic Republic of the Congo with key heads of State and other senior officials
- Four consultations with donors and other international actors, such as the Contact Group, the European Union, the United States, special envoys and senior government officials of concerned Member States to ensure a common approach towards a durable peace in the eastern Democratic Republic of the Congo
- Four formal meetings organized between senior leaders or officials of the Democratic Republic of the Congo and Rwanda

External factors

Assistance and cooperation of concerned Member States, through policies and actions, will enable progress in territorial security of the Democratic Republic of the Congo; sustained commitment of the parties and sustained political will on the part of member States of the International Conference on the Great Lakes Region to strengthen regional relations

Table 3

Human resources: component 2, territorial security of the Democratic Republic of the Congo

Category											*Total*
I. Military observers											
Approved 2008/09											760
Proposed 2009/10											760
Net change											—
	International staff										
II. Civilian staff	*USG-ASG*	*D-2 D-1*	*P-5 P-4*	*P-3 P-2*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Section											
Approved posts 2008/09	—	1	6	11	5	—	—	23	13	14	50
Proposed 2009/10	—	1	6	11	5	—	—	23	13	14	50
Net change	—	—	—	—	—	—	—	—	—	—	—
Office of the Special Envoy of the Secretary-General on the Great Lakes Region											
Approved temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	—	—	—
Proposed temporary positions[b] 2009/10	2	—	3	3	3	—	—	11	5	—	16
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff											
Approved posts 2008/09	—	1	6	11	5	—	—	23	13	14	50
Proposed posts 2009/10	—	1	6	11	5	—	—	23	13	14	50
Net change	—	—	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	—	—	—
Proposed temporary positions[b] 2009/10	2	—	3	3	3	—	—	11	5	—	16
Net change	2	—	3	3	3	—	—	11	5	—	16
Total (I-II)											
Approved 2008/09											810
Proposed 2009/10											826
Net change											16

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance.

Office of the Special Envoy of the Secretary-General on the Great Lakes Region

International staff: Increase of 11 temporary positions

National staff: Increase of 5 temporary positions

48. It is proposed to establish the Office of the Special Envoy on the Great Lakes Region, to be staffed with 16 temporary positions and to be based in Nairobi. The staffing of the Office would comprise the Special Envoy of the Secretary-General (Under-Secretary-General (USG)) and the Senior Special Adviser and Head of Office (Assistant Secretary-General) on a when-actually-employed (WAE) basis for nine months each, a Senior Political Affairs Officer (P-5) who also assumes Special Assistant functions for the Special Envoy, a Chief of Staff (P-5), a Political Affairs Officer (P-4) who also assumes Special Assistant functions for the Senior Special Adviser, a Political Affairs Officer (P-3), a Personal Assistant (Field Service) to the Special Envoy and the Senior Special Adviser, an Administrative Assistant (Field Service) for the substantive staff, a Security/Protection Coordination Officer (P-3), a Close Protection Team Leader (Field Service), an Administrative Officer (P-3), an Administrative Assistant (national General Service) and four drivers (national General Service).

49. Acting on behalf of the Secretary-General, the Special Envoy (USG) would assist the Governments of the Great Lakes region to address the challenges to peace and security posed by the continued presence and activities of armed groups in the eastern Democratic Republic of the Congo. He would explore with the Governments of the region, and in particular the Governments of the Democratic Republic of the Congo and Rwanda, ways to build confidence between them and enhance their bilateral relations. He would engage directly with the Government of the Democratic Republic of the Congo, and as necessary, with foreign and internal armed groups in the Democratic Republic of the Congo, with the objective of helping prevent escalation of tensions in the subregion. He would further ensure sustained United Nations engagement in pursuing these objectives and effective coordination with other international partners undertaking diplomatic initiatives on these issues.

50. In accordance with the mandate also given to him by the African Union and the International Conference on the Great Lakes Region, the Special Envoy would act as a co-facilitator, together with former President of the United Republic of Tanzania Benjamin Mkapa, in a facilitation mechanism and conflict resolution process involving all regional actors under the chairmanship of the President of Kenya, the current Chair of the International Conference on the Great Lakes Region.

51. The Special Envoy would work towards the above objectives by facilitating a cohesive and holistic approach among concerned regional actors, taking into account existing agreements and mechanisms, to address the challenges presented by foreign armed groups in the Democratic Republic of the Congo. He would contribute to urgent efforts to prevent the spread and escalation of tensions in the subregion. He would further seek and ensure the sustained engagement of and dialogue between subregional leaders, especially those of the Democratic Republic of the Congo and Rwanda. To this end, he would engage with regional leaders who have influence over the internal and/or external armed groups to have their influence and moral authority to ensure that they fulfil their obligations under existing agreements, in particular the Goma and Nairobi processes. He would closely

coordinate his activities with the Special Representative of the Secretary-General for the Democratic Republic of the Congo and the Special Envoy of the Secretary-General for the Lord's Resistance Army (LRA)-affected Areas. He would consult and coordinate with regional and international stakeholders, including the African Union, and other multilateral and bilateral partners, and would represent the Secretary-General, as needed, at various forums relevant to his mandate. He would also develop recommendations on possible future steps for the consideration of the Secretary-General, regional leaders, or the international community. Furthermore, he would report to the Secretary-General on a regular basis on the implementation of his mandate and would brief the Security Council, the African Union and the International Conference on the Great Lakes Region on progress achieved, and on the implementation of his mandate.

52. The Senior Special Adviser to the Special Envoy of the Secretary-General (ASG) would assist and advise the Special Envoy in facilitating a holistic approach among concerned regional actors to address the challenges presented by foreign and internal armed groups in the Democratic Republic of the Congo. In particular, the incumbent would assist the Special Envoy by engaging directly with the foreign and internal armed groups in the Democratic Republic of the Congo, with the objective of helping prevent escalation of tensions in the subregion. The Senior Special Adviser would assist the Special Envoy in the monitoring of the implementation of the agreements reached at the African Union/International Conference on the Great Lakes Region summit on the situation in the eastern Democratic Republic of the Congo held in November 2008, and advise the Special Envoy on the mediation strategy with the parties, as well as on the dialogue between subregional leaders, especially those of the Democratic Republic of the Congo and Rwanda. The incumbent would support the Special Envoy in organizing the substantive agenda and timetable of any sustained mediation processes that are organized under the good offices of the Special Envoy. The Senior Special Adviser would also support the Special Envoy in outlining a regional holistic approach and ensure coordination with the Special Representative of the Secretary-General for the Democratic Republic of the Congo, the Special Envoy of the Secretary-General for the LRA-affected Areas, and other relevant envoys and representatives. Finally, the incumbent would develop recommendations for coordination with the African Union for next steps to be taken by the Secretary-General and regional leaders.

53. The Senior Political Affairs Officer (P-5), who would also assume the functions of a Special Assistant to the Special Envoy during his visits and activities in the region, would be responsible for supporting the Special Envoy in the implementation of the mandate, formulating options as to how political matters might be handled, keeping track of ongoing political initiatives and developments, keeping the Special Envoy abreast of developments on the ground and in the region by liaising with and maintaining close working relationships with officials of State institutions, political parties, civil society organizations and religious actors, including MONUC and United Nations Headquarters. Furthermore, the incumbent would provide expert advice on key issues relevant to the mandate, and draft correspondence as well as other documentation including inputs to briefings to the Security Council and the African Union/International Conference on the Great Lakes Region, notes and analytical reports, meeting minutes, speeches, briefing notes and special cables. The Senior Political Affairs Officer would also accompany the Special Envoy during consultations in the Great Lakes region, in order to work with regional Heads of State to ensure a commonality of view and a shared regional

approach, providing real-time advice and support to the Special Envoy and immediate debriefing to key stakeholders.

54. The Political Affairs Officer (P-4), who would also assume the functions of a Special Assistant to the Senior Special Adviser during his visits and activities in the region, would be responsible for supporting the Senior Special Adviser in the implementation of the mandate in Nairobi where the national dialogue has taken place and during confidential consultations with armed rebel groups in the eastern Democratic Republic of the Congo. The incumbent would liaise with individuals related to the consultations, with MONUC and with other international actors, including government officials. The Political Affairs Officer would also assist in formulating options and strategies on how to address political issues and proceed with the mediation process, draft correspondence, meeting minutes, speeches, briefing notes, and special cables for the Senior Special Adviser.

55. The Chief of Staff (P-5) would ensure effective direction and management of all activities of the Office in line with the strategic vision and guidance of the Special Envoy. The incumbent would have overall policy and coordination functions within the Office and act as a liaison between the Special Envoy and the rest of the Office. The Chief of Staff would also be responsible for all the managerial, personnel, budgetary and financial requirements of the Office, ensuring that the Special Envoy receives the required support to carry out his functions. The incumbent would ensure that advice and information is coordinated with all relevant components of the Office prior to submission to the Special Envoy, and act as the focal point for communications with United Nations Headquarters, including control of code cable traffic and coordinating responses to inquiries from Headquarters and other United Nations partners. The Chief of Staff would be the interface between the Office of the Special Envoy and other United Nations agencies, funds and programmes providing administrative and logistical support to the Office of the Special Envoy of the Secretary-General, including the United Nations Office at Nairobi, MONUC and United Nations Headquarters, on all personnel matters, including ensuring the expeditious recruitment of staff for the Office, with particular attention to gender, and liaising with MONUC to facilitate the temporary redeployment of MONUC staff for specific functions, as needed. The incumbent would supervise the close protection team, coordinate the Office's budget submission, and develop results-based budgeting frameworks that accurately reflect the mandate of the Mission. Finally, the incumbent would liaise with the Protocol Officer seconded by the Government of Kenya on protocol matters and provide guidance on the preparation and coordination of official visits.

56. The Political Affairs/Reporting Officer (P-3) would be responsible for gathering, selecting and analysing information related to the implementation of the mandate of the Special Envoy, contained in communications and publications received from different sources, including the press. The incumbent would maintain up-to-date information on events relating to political issues, particularly issues that affect the situation in eastern Democratic Republic of the Congo and the Great Lakes region, keep abreast of latest trends and developments in the Great Lakes region and provide inputs on issues to the Special Envoy and his staff. Based on monitoring and analysis, the incumbent would draft reports and inputs for briefings at United Nations Headquarters, the Security Council and the African Union/International Conference on the Great Lakes Region, and would provide advice to the principals and (Senior) Political Affairs Officers/Special Assistants. The

incumbent would also report on and document issues related to the ongoing negotiations/facilitation. The incumbent would provide technical and substantive back-up in the implementation of the mandate of the Special Envoy, maintain contacts with United Nations and international partners and government authorities on coordination and policy matters, and monitor actions taken by intergovernmental groups, United Nations agencies, funds and programmes, and government and non-governmental organizations in relation to the developments in eastern Democratic Republic of the Congo and the Great Lakes region, and would maintain a database on the information collected.

57. The Personal Assistant (Field Service) would be assigned collectively to the Special Envoy, the Senior Special Adviser, and the co-facilitator, as appropriate. The Personal Assistant would be responsible for managing requests for information and follow-up on issues requiring the action of the Special Envoy and the Senior Special Adviser. The incumbent would draft responses as necessary, prepare materials and folders for official business trips and meetings, maintain confidential policy code cables and general management files, and perform other duties as required. The Personal Assistant would interact with the offices of government ministers, United Nations partners, non-governmental organizations and diplomatic officials.

58. The proposed Administrative Officer (P-3) would provide the necessary support to the Office's substantive components to ensure that the mandate would be carried out in the most effective and efficient manner and in accordance with the United Nations rules and procedures. The incumbent would coordinate logistical and financial arrangements with the United Nations Office at Nairobi, United Nations Headquarters, MONUC, and other entities, as required. The incumbent would initiate and coordinate actions related to the management and administration of human resources, financial administration and management information issues.

59. Under the supervision of the Administrative Officer, an Administrative Assistant (Field Service) is proposed to support the substantive staff in the preparation of various briefing materials, statements, reports, talking points and various correspondences. The incumbent would also assist in the preparation of background materials, provide research assistance and compile basic information and technical data on specific topics and issues related to the implementation of the mandate. An Administrative Assistant (national General Service) would support the Administrative Officer in a wide variety of tasks, including administrative, logistical, finance and personnel matters. It is also proposed to establish 4 positions of drivers (national General Service) to ensure round-the-clock mobility for the Special Envoy, his staff and the co-facilitator in Nairobi.

60. The Security/Protection Coordination Officer (P-3) would manage the work of security personnel assigned to the Special Envoy and other staff of the Office and coordinate all security measures, conduct security risk assessments and develop operational plans in cooperation with Security Advisers of the Department of Safety and Security in Kenya and other countries where the Special Envoy would visit. The incumbent would be responsible for reporting and investigating security incidents, drafting and implementing the security plan for the Office and providing technical expertise as required. The incumbent would monitor security developments in close coordination with the Chief Security Adviser for Kenya and participate in security cell meetings. The Security/Protection Coordination Officer would oversee the protection arrangements for the Special Envoy and the co-facilitator and ensure that United Nations policy and procedures are implemented.

61. Under the overall supervision of the Security/Protection Coordination Officer, the Close Protection Team Leader (Field Service) would be responsible for implementing the protection arrangements for the Special Envoy and the co-facilitator and supervising the work of the close protection officers assigned to the Office of the Special Envoy, ensuring their compliance with operational procedures. The incumbent would coordinate protection arrangements in consultation with host country authorities and MONUC and accompany the Special Envoy on his official missions as required.

62. Finally, the Special Envoy will be provided with assistance from various partners, in addition to the staffing proposed in the present report. The co-facilitator, appointed by the extraordinary African Union/International Conference on the Great Lakes Region summit of 7 November 2008 in Nairobi, and co-funded by the Governments of the United Republic of Tanzania and Kenya, and his aide will work with the Special Envoy and his staff, and an aide to the Special Envoy will be provided by the Government of Nigeria. The Government of Kenya will provide a Protocol Officer who will accompany the Special Envoy during his visits to Kenya for the sessions of the national dialogue. MONUC will provide a military liaison officer and a gender expert, as and when requested, establish a focal point within the Mission to liaise with the Special Envoy and provide assistance in Goma, as and when required, through logistical and political support.

Component 3: security sector reform

63. Component 3 on security sector reform encompasses support to the national military, police, judicial and corrections services and assistance to the Government of the Democratic Republic of the Congo, in cooperation with international and United Nations partners, in support of a comprehensive security sector reform process. The main priorities during the 2009/10 period will continue to be to support the Government in the initial planning process of security sector reform; provide technical advice, as requested, to the elaboration of national defence sector reform strategies; develop the capacities of the Congolese national police and related law enforcement agencies by providing technical assistance, training and mentoring; and advise the Government in strengthening the capacity of the judicial and correctional systems, with emphasis on military justice. Of particular importance will be the support to the Government of the Democratic Republic of the Congo in developing and implementing, as a matter of urgency, a comprehensive military security sector reform strategy as part of a broader national security sector reform strategy that acts in accordance with the Constitution and with respect for the rule of law, human rights and international humanitarian law; the development of a comprehensive plan for the reform of the administration and command structures of FARDC; and the establishment of a vetting mechanism to select candidates for key posts in the armed forces. At the same time, MONUC will continue the intensified support to FARDC in terms of training, mentoring, monitoring and logistical support for joint operations. The support to FARDC for the ongoing operations is considered an initial component to broader security sector reform initiatives. Support to FARDC will continue to be provided, taking into consideration the two main objectives: (a) addressing the external threats (foreign armed groups) through joint operations with FARDC, as well as mentoring and monitoring FARDC; and (b) addressing the internal threats (internal armed groups) by supporting the disengagement and disarmament, demobilization, and reintegration/brassage processes.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the creation of capable and accountable armed forces in the Democratic Republic of the Congo	3.1.1 Implementation by the Government of a comprehensive national strategy and action plan for reform of the defence sector
	3.1.2 Reduction in the number of reported human rights violations by FARDC (2007/08: 316; 2008/09: 580; 2009/10: 464)
	3.1.3 Maintenance of the same number of trained FARDC battalions and number of battalions declared "fully operational" (2007/08: 12; 2008/09: 12; 2009/10: 12)
	3.1.4 Implementation by the Ministry of Defence of the defence reform, particularly administration and command structures
	3.1.5 Establishment and implementation of a vetting mechanism for the selection of candidates for key posts in the armed forces by the Government of the Democratic Republic of the Congo and FARDC

Outputs

- Advice on reform of the defence sector through weekly participation in the Government of the Democratic Republic of the Congo working groups on the reform of the defence sector
- Monthly consultations with international partners and the Government of the Democratic Republic of the Congo to coordinate activities on the reform of the defence sector and promote coherence of the security sector reform policy
- Advice to national and provincial authorities on the coordination led by the Government of the Democratic Republic of the Congo of the reform of military justice
- Preparation and conduct of 6 military justice training programmes for 300 military police personnel at the national and provincial levels
- Training for 16 FARDC battalions on individual basic skills and collective unit skills
- 24 biweekly meetings with senior military officials to report and advise on FARDC misconduct, crimes and abuses, including crimes against children
- Development of a new training and monitoring concept in coordination with the European Union Security Sector Reform Mission (EUSEC), the United Nations Development Programme, and bilateral partners under the lead of FARDC
- Joint assessment of individual and collective capabilities of trained FARDC brigades

Expected accomplishments	*Indicators of achievement*
3.2 Progress in the development of a capable and accountable national police service	3.2.1 Adoption by the Government of a long-term strategic plan for the reform and restructuring of the Congolese National Police (PNC)

	3.2.2 Increase in the total number of deployed Congolese national police who are trained in basic skills (2007/08: 49,931; 2008/09: 67,614; 2009/10: 85,297)
	3.2.3 Reduction in reported cases of human rights violations by the Congolese National Police (2007/08: 525; 2008/09: 420; 2009/10: 336)

Outputs

- Advice to the Government of the Democratic Republic of the Congo and senior Congolese National Police personnel, through the co-location of United Nations police advisers in high-level law enforcement offices (at the request of the Government of the Democratic Republic of the Congo), on the development and implementation of the 8 recommendations of the Comité de Suivi de la réforme de la police, including those that will be made into laws/decrees
- Participation in the Comité de Suivi de la réforme de la police
- Conduct of 45 police refresher training courses for 17,683 Congolese National Police in 14 locations on crowd control, judicial police, special anti-criminality squads, investigation techniques, intelligence, negotiation and non-lethal policing
- Conduct of one-week training seminar for 150 PNC officers for census and vetting process of PNC
- 48 mobile formed police units patrol months (4 formed police units x 12 months)
- 24 meetings with senior police officials to report and advise on Congolese national police misconduct, crimes and abuses, including crimes against children

Expected accomplishments	*Indicators of achievement*
3.3 Progress in the establishment of functioning and independent judicial and penitentiary systems	3.3.1 Adoption by the Government of the reform action plan for justice and corrections as part of the overall strategic plan for security sector reform
	3.3.2 Increase in the number of mobile courts in the eastern Democratic Republic of the Congo (2008/09: 10; 2009/10: 12)
	3.3.3 Establishment by the Government of a strategy for prison reform, rehabilitation and prison management to contribute to improved prison conditions in the Democratic Republic of the Congo
	3.3.4 Adoption by the Government of all seven complementary ministerial decrees for the full implementation of the law on child protection

Outputs

- Advice to the Comité de Suivi de la réforme de la justice on the development of judicial and penitentiary reform strategies, taking into account gender-sensitive approaches and including provisions for minors, sexual violence and serious crimes

- Conduct of 88 training sessions for 500 magistrates and judicial personnel on investigations and prosecutions of serious crimes, including sexual violence
- Conduct of 44 training sessions for 300 justice personnel and court support staff on court administration and management
- Establishment of a prison database for handover to authorities of the Democratic Republic of the Congo
- Installation of specialized judges for children in four areas: North Kivu, South Kivu, Ituri and Katanga

External factors

Policies of the Democratic Republic of the Congo; availability of donor assistance for military justice and corrections; availability of donor assistance to police programmes; availability of donor assistance to justice programmes

Table 4
Human resources: component 3, security sector reform

Category											***Total***
I. United Nations police											
Approved 2008/09											**391**
Proposed 2009/10											**391**
Net change											—
II. Formed police units											
Approved 2008/09											—
Proposed 2009/10											**500**
Net change											**500**
	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Security Sector Reform Unit											
Approved posts 2008/09	—	1	—	1	1	—	—	**3**	—	—	**3**
Proposed posts 2009/10	—	1	1	1	1	—	—	**4**	1	1	**6**
Net change	—	—	**1**	—	—	—	—	**1**	**1**	**1**	**3**
Rule of Law Office											
Approved posts 2008/09	—	1	8	9	1	—	—	**19**	16	—	**35**
Proposed posts 2009/10	—	1	8	9	1	—	—	**19**	16	—	**35**
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff											
Approved posts 2008/09	—	2	8	10	2	—	—	**22**	16	—	**38**
Proposed posts 2009/10	—	2	9	10	2	—	—	**23**	17	1	**41**
Net change	—	—	**1**	—	—	—	—	**1**	**1**	**1**	**3**

Total (I-III)	
Approved 2008/09	429
Proposed 2009/10	932
Net change	**503**

[a] Includes National Officers and national General Service staff.

Security Sector Reform Unit

International staff: Increase of 1 post

National staff: Increase of 1 post

United Nations Volunteers: Increase of 1 post

64. It is proposed to establish one post of Deputy Security Sector Reform Adviser (P-4) and one position of Liaison Officer (United Nations Volunteer) and to redeploy one post of Driver (national General Service) from the Transport Section.

65. The Security Sector Reform Unit was established in the 2008/09 period to provide expertise in supporting the Government in the planning of a security strategy and security sector reform programme; coordinate the security sector reform strategy within MONUC; contribute to the overall coordination of international support to the security sector reform; and mobilize voluntary contributions to the security sector reform programmes of the Mission. The Unit works closely with a growing number of United Nations agencies, funds and programmes, international and national partners to ensure the efficient and coherent coordination of activities and has been instrumental in setting up formal and informal coordination mechanisms, including the Security Sector Reform Working Group with participation from various offices of the Mission, international organizations and national partners. The membership of this Group is anticipated to expand in due course to include bilateral partners. In order for the Unit to expand the breadth and depth of coordination in accordance with the mandate of the Mission, the proposed Deputy Security Sector Reform Adviser (P-4), who would be based in Kinshasa, would assist in establishing and maintaining working-level contacts with the governmental representatives, United Nations funds and programmes and provincial military regions and PNC; prepare position papers, talking points, ad hoc situation reports, briefing notes related to security sector reform activities for evaluation; compile and summarize substantive documentation on the overall implementation of the Amani process peace agreements; draw attention to emerging political issues; and propose possible recommendations. The incumbent would also undertake site visits to assess the conditions of training facilities; prepare reports on the evolution of brassage, training and regroupment centres, including providing statistics on armed groups undergoing training; assist the Head of Office and the Mission's substantive components in articulating issues related to the security sector reform; and serve as the Mission focal point for the Headquarters-based United Nations inter-agency security sector reform task force, which consists of representatives from all United Nations entities engaged in security sector reform. Furthermore, the incumbent would support substantive and administrative functions and the day-to-day management of the Unit, including responding to the request of the Mission's senior management, drafting reports and talking points, and preparing budgets.

66. It is proposed to establish a position of Liaison Officer (United Nations Volunteer) that will be based in Goma to assist in establishing and maintaining working-level contacts with representatives of provincial military regions and PNC in matters related to training; promote and monitor army integration efforts and training activities in brassage centres; coordinate site visits for the Security Sector Reform Adviser and other staff of the Unit to brassage and training centres to ensure that appropriate support is provided to FARDC; analyse and integrate substantive inputs from various regional sections in the work of the Mission regional office; assist in ensuring close coordination, communications and periodic updates between international and national partners and relevant military, police and rule of law counterparts within the Mission; compile and summarize substantive documentation on the overall implementation of the Amani process peace agreements; conduct joint disarmament, demobilization and reintegration operations for various Congolese armed groups and repatriation of foreign armed groups; draw attention to emerging political issues and propose possible recommendations.

67. Finally, it is proposed to establish one post of Driver (national General Service) to support the Unit, through the redeployment of an existing post from the Transport Office.

Component 4: democratic institutions and human rights

68. Component 4 on democratic institutions and human rights encompasses support to the strengthening of democratic institutions and processes at the national, regional, provincial and local levels, the promotion of the rule of law and good governance, the promotion of national reconciliation and internal political dialogue, support to the strengthening of civil society, and assistance in the promotion and protection of human rights, including the investigation of human rights violations, with a view to understanding the causes of violence and ending impunity, including with regard to rape and other sexual violence. The component also encompasses assistance in the organization, preparation and conduct of local elections. During the 2009/10 period, special emphasis will be placed on providing political advice and technical support to the Congolese national authorities, increasing the advocacy and coordinating role vis-à-vis the international donor community on cross-cutting issues impacting on the democratization process, good governance, strengthening of essential constitutional institutions and the adoption and implementation of relevant legislation, in particular with regard to the rule of law, governance-related and economic issues, local elections and decentralization. Furthermore, efforts will be focused towards the promotion of inter-community and political dialogue at all levels through good offices, the peaceful resolution or management of local conflicts, and monitoring and assisting the local elections process, which is expected to take place in 2009. Since polling for the direct local elections is currently scheduled for June 2009, in the 2009/10 period, assistance will be focused on post-electoral activities, including tallying and counting, electoral disputes, results announcement, retrieval of electoral materials and the final report. The subsequent step in the local elections process is indirect elections within the elected local institutions scheduled for October 2009, which will require some limited technical support from MONUC. Furthermore, assistance to the Electoral Commission in the organization of the local elections will also be provided to facilitate the transition from a temporary to a permanent and sustainable electoral management body.

Expected accomplishments	*Indicators of achievement*
4.1 Free and transparent local elections in the Democratic Republic of the Congo	4.1.1 Official certification by the local courts of the results of all 7,000 counsellors through direct elections
	4.1.2 Official certification by the local courts of the results of all 1,904 counsellors through indirect elections

Outputs

- Public information campaign in support of acceptance of the results and holding of indirect elections
- Advice through 90 meetings to the Government on implementing a transparent electoral dispute resolution mechanism
- Logistical support for the retrieval of electoral materials from 210 sites
- Bimonthly reports to United Nations partners and donors on the progress of the local elections process
- One final report to United Nations partners and governmental partners on the performance of the conduct of local elections

Expected accomplishments	*Indicators of achievement*
4.2 Progress in the strengthening of democratic institutions and national reconciliation in the Democratic Republic of the Congo	4.2.1 Establishment of seven of the institutions stipulated in the Constitution as key to reforming the judiciary system
	4.2.2 Adoption by the Government of the Democratic Republic of the Congo of remaining key legislation on relations between the central Government and provincial authorities
	4.2.3 Establishment by the Government of the Democratic Republic of the Congo of a National Independent Electoral Commission

Outputs

- 40 meetings with Government officials on the development of policies and processes for the establishment of 7 constitutional institutions and related key legislation
- 40 meetings in Kinshasa with majority and political opposition representatives to promote dialogue and consensus-building
- 720 meetings at the provincial level to provide advice and good offices to provincial structures on local conflict resolution issues and relations between the central Government and provincial authorities
- Conduct of 3 training sessions for members of the National Independent Electoral Commission on key topics of electoral administration
- Advice through 45 meetings to the National Independent Electoral Commission on the implementation of an effective information management system, including archives, to ensure access to documents on electoral activities carried out from 2005 to 2009

Expected accomplishments	*Indicators of achievement*
4.3 Progress in combating impunity and improving human rights in the Democratic Republic of the Congo	4.3.1 Increase in Government prosecutions of serious human rights violations and child recruitment leading to convictions (2007/08: 292; 2008/09: 551; 2009/10: 606)
	4.3.2 Adoption of the law on human rights implementing the Rome Statute of the International Criminal Court

Outputs

- 10 joint investigations with the national judiciary to address the prosecution of serious violations of human rights
- 60 special investigation missions on gross violations of human rights in the eastern Democratic Republic of the Congo
- 20 consultation meetings with national and provincial authorities to assist and advocate for the establishment of state witness protection capacity
- 60 meetings with Military Prosecutors on cases of serious human rights violations
- 12 monthly meetings with local non-governmental organizations, the Ministry of Gender, Family Affairs and Children Affairs, UNDP and the United Nations Population Fund (UNFPA) to share information and to advocate on security and women's rights issues
- Submission of bimonthly and annual reports, as required, under Security Council resolution 1612 (2005)

Expected accomplishments	*Indicators of achievement*
4.4 Progress towards bringing perpetrators of sexual violence to justice and improving assistance to the victims	4.4.1 Increase in the number of sexual violence victims receiving multisectoral assistance, including medical, psychosocial reintegration and legal assistance (2008/09: 13,230; 2009/10: 14,000)
	4.4.2 Adoption of a code of conduct on the prevention of sexual violence for FARDC and PNC

Outputs

- Advice through biweekly meetings to the Ministry of Gender, Family Affairs and Children Affairs, Ministry of Interior and Ministry of Justice on the formulation of a comprehensive strategy to combat sexual violence
- Biweekly meetings of the sexual violence task force with United Nations agencies, non-governmental organizations and other donors
- Establishment of a centralized database on sexual violence
- Advice through 10 meetings with the Ministry of Gender, Family Affairs and Children Affairs, Ministry of Interior and Ministry of Justice on the establishment of a code of conduct on sexual violence for FARDC and PNC
- 10 meetings with national judicial authorities on the appointment of additional female magistrates and on reparation for victims of sexual violence
- Conduct of 19 training sessions for 600 PNC members on sexual violence

- Advice through biweekly meetings with PNC and other security sector and police reform partners and assistance in the implementation of the specialization of 20 PNC sections on the fight against sexual violence in the eastern part of the Democratic Republic of the Congo
- Conduct of 12 training sessions for 136 PNC Judiciary Police Officers on criminal law, special penal law and penal procedure

External factors

Policies of Democratic Republic of the Congo authorities; political developments in the Democratic Republic of the Congo; availability of Government resources and donor assistance

Table 5
Human resources: component 4, democratic institutions and human rights

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*[a]	*Security Service*[a]	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Political Affairs Division											
Approved posts 2008/09	—	2	16	24	1	4	—	**47**	23	4	**74**
Proposed posts 2009/10	—	2	16	24	5	—	—	**47**	23	4	**74**
Net change	—	—	—	—	**4**	**(4)**	—	—	—	—	—
Office of Public Information											
Approved posts 2008/09	—	1	9	22	13	6	—	**51**	142	8	**201**
Proposed posts 2009/10	—	1	9	20	18	—	—	**48**	145	8	**201**
Net change	—	—	—	**(2)**	**5**	**(6)**	—	**(3)**	**3**	—	—
Gender Affairs Section											
Approved posts 2008/09	—	—	2	1	—	1	—	**4**	4	2	**10**
Proposed posts 2009/10	—	—	2	1	1	—	—	**4**	4	2	**10**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Electoral Assistance Division											
Approved posts 2008/09	—	1	13	8	—	7	—	**29**	35	67	**131**
Proposed posts 2009/10	—	—	10	5	3	—	—	**18**	5	25	**48**
Net change	—	**(1)**	**(3)**	**(3)**	**3**	**(7)**	—	**(11)**	**(30)**	**(42)**	**(83)**
Approved temporary positions[c] 2008/09	—	—	8	47	—	—	—	**55**	12	73	**140**
Proposed temporary positions[c] 2009/10	—	1	3	36	4	—	—	**44**	42	73	**159**
Net change	—	**1**	**(5)**	**(11)**	**4**	—	—	**(11)**	**30**	—	**19**
Subtotal, Electoral Assistance Division											
Approved 2008/09	—	1	21	55	—	7	—	**84**	47	140	**271**
Proposed 2009/10	—	1	13	41	7	—	—	**62**	47	98	**207**
Net change	—	—	**(8)**	**(14)**	**7**	**(7)**	—	**(22)**	—	**(42)**	**(64)**
Human Rights Office											
Approved posts 2008/09	—	1	7	24	—	10	—	**42**	31	20	**93**

Civilian staff	International staff: USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	General Service[a]	Security Service[b]	Subtotal	National staff[b]	United Nations Volunteers	Total
Proposed posts 2009/10	—	1	7	24	10	—	—	**42**	31	20	**93**
Net change	—	—	—	—	**10**	**(10)**	—	—	—	—	—
Approved temporary positions[c] 2008/09	—	—	—	3	—	—	—	**3**	7	7	**17**
Proposed temporary positions[c] 2009/10	—	—	—	3	—	—	—	**3**	7	7	**17**
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal, Human Rights Office											
Approved 2008/09	—	1	7	27	—	10	—	**45**	38	27	**110**
Proposed 2009/10	—	1	7	27	10	—	—	**45**	38	27	**110**
Net change	—	—	—	—	**10**	**(10)**	—	—	—	—	—
Civil Affairs Office											
Approved posts 2008/09	—	1	5	17	—	2	—	**25**	28	4	**57**
Proposed posts 2009/10	—	1	4	14	2	—	—	**21**	32	4	**57**
Net change	—	—	**(1)**	**(3)**	**2**	**(2)**	—	**(4)**	**4**	—	—
Child Protection Section											
Approved posts 2009/09	—	—	3	14	—	1	—	**18**	12	5	**35**
Proposed posts 2009/10	—	—	3	14	1	—	—	**18**	12	5	**35**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Sexual Violence Unit											
Approved posts 2008/09	—	—	—	—	—	—	—	—	—	—	—
Proposed posts 2009/10	—	—	2	1	1	—	—	**4**	—	2	**6**
Net change	—	—	**2**	**1**	**1**	—	—	**4**	—	**2**	**6**
Subtotal, Civilian Staff											
Approved posts 2008/09	—	6	55	110	14	31	—	**216**	275	110	**601**
Proposed posts 2009/10	—	5	53	103	41	—	—	**202**	252	70	**524**
Net change	—	**(1)**	**(2)**	**(7)**	**27**	**(31)**	—	**(14)**	**(23)**	**(40)**	**(77)**
Approved temporary positions[c] 2008/09	—	—	8	50	—	—	—	**58**	19	80	**157**
Proposed temporary positions[c] 2009/10	—	1	3	39	4	—	—	**47**	49	80	**176**
Net change	—	**1**	**(5)**	**(11)**	**4**	—	—	**(11)**	**30**	—	**19**
Total											
Approved 2008/09	—	6	63	160	14	31	—	**274**	294	190	**758**
Proposed 2009/10	—	6	56	142	45	—	—	**249**	301	150	**700**
Net change	—	—	**(7)**	**(18)**	**31**	**(31)**	—	**(25)**	**7**	**(40)**	**(58)**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved international General Service posts, without change in functions.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance, in civilian personnel costs.

Office of Public Information

International staff: Decrease of 3 posts

National staff: Increase of 3 posts

69. Pursuant to Security Council resolution 1756 (2007), the Office provides direct support to outreach programmes on disarmament, demobilization and reintegration and on disarmament, demobilization, repatriation, reinsertion and resettlement, as well as to the strengthening of democratic institutions and the rule of law at the national, regional and local levels; the promotion of national reconciliation and internal political dialogue; support to the strengthening of civil society; the promotion of human rights; and building national capacity for the future sustainability of Radio Okapi.

70. On the basis of the above, it is proposed to nationalize two posts of Public Information Officer (P-3) based in Bunia and Aru and one post of Information Assistant (Field Service) based in Kinshasa to the National Officer category. The incumbent based in Aru would be responsible for the production of radio programmes in two national languages and for the production of articles for the websites of the Mission and Radio Okapi. The incumbent based in Bunia would be responsible for outreach activities in Swahili, the production of radio programmes in at least two national languages, the production of articles for the websites of the Mission and Radio Okapi and the establishment and maintenance of contacts with elected officials, while the incumbent based in Kinshasa would be responsible for coordinating programmes and activities between Radio Okapi regional stations and various regional offices of the Office of Public Information.

Electoral Assistance Division

International staff: Decrease of 11 posts and net decrease of 11 temporary positions (increase of 6 positions and decrease of 17 positions)

National staff: Decrease of 30 posts and increase of 30 temporary positions

United Nations Volunteers: Decrease of 42 positions

71. The local elections to be held at the end of June 2009 will involve an estimated 30 million voters (compared to 24 million voters in 2006), in 55,000 polling stations (compared to approximately 50,000 in 2006) across the entire territory of the Democratic Republic of the Congo. The major additional complexity in relation to the 2006 elections, however, stems from the fact that the local elections will involve 6,037 constituencies (compared to 385 in 2006) and 200,000 candidates (compared to 22,500 in 2006). This significant increase in the complexity will have a major impact on the duration of and workload involved in the compilation of the election results and other post-election activities, such as dispute resolution, announcement of results, information campaign on results and the return of materials. The local elections process will also entail the preparation for and the holding of four indirect elections, which involves candidate registration, polling, dispute resolution, announcement of final results and return of materials, as well as debriefing and lessons learned.

72. The authorized staffing for the Electoral Assistance Division for the 2008/09 period consists of 131 posts and 140 temporary positions. It is now proposed to abolish 83 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 4 General Service (Other level),

30 national General Service and 42 United Nations Volunteers), abolish 17 temporary positions (6 P-4 and 11 P-3) and establish 36 temporary positions (1 D-1, 1 P-5, 4 Field Service and 30 national General Service), resulting in the total proposed staffing of 48 posts and 159 temporary positions in the 2009/10 period.

73. It is proposed to abolish 83 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 4 General Service (Other level), 30 national General Service and 42 United Nations Volunteers) and 17 temporary positions (6 P-4 and 11 P-3) as an initial step in the phasing out of electoral personnel.

74. It is proposed to establish 36 temporary positions (1 D-1, 1 P-5, 4 Field Service and 30 national General Service) for a six-month period from July to December 2009. The Chief of the Division (D-1), who would be located in Kinshasa, would be responsible for finalizing the overall assistance to the conduct of local elections and to the holding of indirect elections. The Chief would also provide necessary guidance on the post-electoral activities, the planning of future elections and the transfer of responsibilities from the Independent Electoral Commission to the National Independent Electoral Commission. The position of Deputy Planning and Operations (P-5) would provide overall planning and coordination for the Division, taking into account all political, technical, logistical and security dimensions relevant to the achievement of the electoral process. The incumbent would coordinate and follow up all operational aspects of electoral support; supervise external and donor relations; and ensure a gender sensitive approach in the electoral process and in the relevant legislation and electoral regulations. Four positions of Administrative Assistants (Field Service) would be based in Kinshasa and provide backstopping to all staff in the headquarters of the Division and 15 electoral sections in the field. Thirty positions of drivers/clerks (national General Service), based in Kinshasa and in all electoral duty stations in the field, would provide assistance to the electoral teams in the field operations.

75. Upon the completion of the local elections process, the substantive advisory capacity comprising of 48 posts/positions (1 P-5, 9 P-4, 5 P-3, 3 Field Service, 5 national General Service, 25 United Nations Volunteers) will remain for six additional months to assist with the transition from the Independent Electoral Commission to the permanent National Independent Electoral Commission and to hand over the responsibility for implementing the capacity-building strategy to the Projet d'Appui au Cycle Electoral (PACE project) of the United Nations Development Programme. The Electoral Assistance Division will be restructured for the capacity-building mandate. One post of Chief of the Electoral Section (P-5) would be located in Kinshasa and would be responsible for monitoring the needs and progress during the handover from the Independent Electoral Commission to the National Independent Electoral Commission. Nine posts of Electoral Advisers (P-4) would be based in Kinshasa and be responsible for assisting the Chief of the Electoral Section in each area of electoral strategic planning (gender, legal, operations, procedures, external relations, training, civil education, logistics and information technology). Five posts of Electoral Officers (P-3) would be based in Kinshasa and would manage the administrative unit and assist the operations, legal, civic education and information technology units in providing technical advice and support to the National Independent Electoral Commission. Three posts of Administrative Assistants (Field Service) would provide backstopping assistance to all the staff in the Division headquarters and in the field, and five posts of administrative clerks and drivers (national General Service) would provide

assistance to the Electoral Section of the Division. Finally, 14 Electoral Assistants (United Nations Volunteers) would provide support and advice to the local electoral authorities in disseminating civic education programmes and maintaining the electoral material in 14 local electoral sections, and 11 Electoral Assistants (United Nations Volunteers) would be based in Kinshasa to assist the operational and administrative units of the Division.

76. Of the remaining 123 temporary positions, 59 temporary positions (2 P-4, 22 P-3 and 35 United Nations Volunteers) would be required for the six-month period from July to December 2009 in order to support operations in the 14 electoral sections in the field, and 64 temporary positions (14 P-3, 12 national General Service, 38 United Nations Volunteers) would be required for the six-month period from July to December 2009 to support the direct local elections and immediate post-electoral activities.

Human Rights Office

77. The Human Rights Office would need to retain the 17 temporary positions (3 P-2, 2 National Officers, 5 national General Service and 7 United Nations Volunteers) for the six-month period from July to December 2009 to monitor post-electoral human rights violations and abuses as political tensions tend to peak following the official announcement of the election results. The incumbents would monitor the functioning of the new institutions and report on any potential causes of human rights violations in the post-electoral period. Their presence throughout the country would enhance the respect for political tolerance and democratic principles by local leaders and members of the security forces. In addition, they would provide training in human rights and democracy to members of the newly elected local government institutions, members of political parties as well as civil society organizations to ensure the smooth functioning of the institutions.

Civil Affairs Office

International staff: Decrease of 4 posts

National staff: Increase of 4 posts

78. As indicated in paragraph 39 above, four posts in the Civil Affairs Office were provided on temporary loan for the establishment of the Regional Stabilization Unit. It is now proposed to abolish the 4 posts of Civil Affairs Officers.

79. It is also proposed to establish 4 posts of National Professional Civil Affairs Officers (National Officers) that would be based in Goma, Bunia, Kindu and Kalemie. The anticipated rapid return of over 350,000 refugees and 1.3 million internally displaced persons and the mitigation of the humanitarian impact of military operations against the Forces democratiques de libération du Rwanda (FDLR) are the main challenges of the Mission and the Government in the post-electoral period. In this context, the incumbents would assist in the coordination of activities of the civilian joint protection teams, consisting of the Human Rights Office, the Child Protection Section, the Civil Affairs Office and the Office of Public Information, to improve the Mission military and civilian capacity to protect and interact with local populations; assist in the voluntary return of internally displaced persons and refugees; reinforce the eastern provinces and strengthen the local staff capacities through direct outreach activities with local communities; and

organize and participate in a wide range of field missions and visits to monitor governance, restoration of State authority and conflict management activities at the district and territory levels. The incumbents would work closely with the Mission military and substantive sections, local authorities, civil society, the Office for the Coordination of Humanitarian Affairs, United Nations agencies, funds and programmes, and non-governmental organizations. They would also assist in addressing protection needs, including protection against sexual violence, promoting respect for international humanitarian law by all parties, setting up networks to increase communications with local populations, offering protection advice as required, analysing political and social dynamics for protection planning purposes, and anticipating needs and ensuring that appropriate measures are taken.

Sexual Violence Unit

International staff: Increase of 4 posts

United Nations Volunteers: Increase of 2 positions

80. It is proposed to establish a new Sexual Violence Unit, which would report directly to the Deputy Special Representative of the Secretary-General on the Rule of Law. The Unit, to be based in Kinshasa, would comprise a Senior Adviser (P-5), a Programme Officer (P-4), a Community Outreach/Advocacy Officer (P-3), a Database Manager (United Nations Volunteer), a Human Rights Adviser (United Nations Volunteer) and an Administrative Assistant (Field Service).

81. In the light of Security Council resolutions 1756 (2007), 1794 (2007) and 1820 (2008), the issue of sexual violence has become a priority and a political issue in the Democratic Republic of the Congo. The Security Council resolutions call on the international community, in particular MONUC and the Government of the Democratic Republic of the Congo, to take steps towards the establishment and implementation of a legal framework to bring perpetrators to justice and to allow victims access to justice. The proposed Unit would respond to the need for targeted assistance to the victims and for proposals for clear coordination mechanisms among actors, and assist in the implementation of a national strategy and a plan of action. A draft comprehensive strategy on combating sexual violence in the Democratic Republic of the Congo has been developed by MONUC, which aims at creating a common framework and platform for action for all entities involved in combating sexual violence in the country. The draft strategy was developed after an extensive consultation process with key actors on sexual violence, particularly the United Nations agencies, funds and programmes, MONUC, international non-governmental organizations, the sexual violence task force (mainly composed of United Nations agencies, funds and programmes and MONUC) and the respective humanitarian clusters in the Government of the Democratic Republic of the Congo (Ministries of Justice, Interior, Gender and Health).

82. The proposed Senior Adviser (P-5) would coordinate with high-level Congolese and international interlocutors, United Nations funds and programmes, donors and other offices within the Mission on sexual violence issues; provide policy and strategic guidance and address the political, human rights and social dimensions of the problems; and coordinate the implementation of the sexual violence strategy for the United Nations and for the Government of Democratic Republic of the Congo. The incumbent would also be responsible for the day-to-day management of the Unit.

83. Under the supervision of the Senior Adviser, the Programme Officer (P-4) would coordinate the United Nations responses in the implementation of the comprehensive strategy to combat sexual violence in the Democratic Republic of the Congo. The incumbent would assist the Senior Adviser in the implementation of holistic and coordinated actions, including prevention and response to sexual violence in conflict, and ensure a harmonized approach between the Government, non-governmental organizations and the United Nations agencies, funds and programmes. The incumbent would also provide technical assistance and strategic direction to the partners and donors, with a particular focus on the four components of the strategy: impunity, protection and prevention, security sector reform and multisectoral assistance for the implementation of the comprehensive strategy and a workplan; assist in developing key messages on sexual violence (advocacy); and deputize in the absence of the Senior Adviser. Furthermore, the incumbent would assist the Senior Adviser, who also serves as chair of the sexual violence task force, in providing technical and analytical guidance in the application, distribution and management of Central Emergency Relief Fund, pool fund and potential trust fund and pool fund.

84. The Community Outreach/Advocacy Officer (P-3) would be responsible for developing and coordinating communication strategy; coordinate community outreach activities; work with women's groups and authorities to ensure their involvement; and liaise with the United Nations agencies, funds and programmes to ensure the formulation of a coherent message across the Democratic Republic of the Congo. The Database Manager (United Nations Volunteer) would be responsible for managing a centralized database on sexual violence. The database software was developed by the Office of the Senior Adviser and Coordinator for Sexual Violence to serve as an automated tool in supporting data management and reporting on sexual violence. The database would provide a better platform for the analyses of trends on sexual violence and the identification of actual and potential hotspots through carefully selected indicators, such as (a) incidents, victims and perpetrators; (b) judicial, medical and psychosocial responses; (c) reintegration and interventions; and (d) protection mechanisms.

85. The Human Rights Adviser (United Nations Volunteer) would coordinate with the Programme Officer (P-4) and assist the Senior Adviser in coordinating the United Nations responses in the implementation of the comprehensive strategy to combat sexual violence and the United Nations-wide workplan, with a particular focus on the fight against impunity on sexual violence. The incumbent would focus on: (a) strengthening the capacities of judicial institutions and developing a criminal justice policy (adopting a victims-centred approach); (b) improving access to justice for victims; (c) ensuring the effective application of the 2006 laws on sexual violence; and (d) ensuring reparation for victims of sexual violence.

86. The Administrative Assistant (Field Service) would provide general office support services, schedule appointments, follow up on requests for information, draft routine correspondence and assist in the preparation of documentation for distribution, process and follow up administrative arrangements and forms related to the official travel of staff, maintain files of rules, regulations, administrative instructions and other related documents, maintain files, and assist in processing and following up on actions related to the administration of the Unit's human resources issues.

Component 5: support

87. During the budget period, the Mission support component will provide effective and efficient logistical, administrative and security services in support of

the implementation of the mandate of the Mission through the delivery of related outputs and introduction of service improvements, as well as realization of efficiency gains. Support will be provided to the authorized strength of 760 military observers, 19,815 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel and 14 government-provided personnel, as well as to the civilian staffing establishment of 1,251 international staff, 2,915 national staff and 678 United Nations Volunteers. The range of support will comprise all support services, including the implementation of conduct and discipline and HIV/AIDS programmes, personnel administration, financial services, health care, maintenance and construction of office and accommodation facilities, information technology and communications, air, naval and surface transport operations, supply and re-supply operations, as well as provision of security services mission-wide. During the 2009/10 period, the support component will prepare for post-electoral activities; provide support to FARDC for joint operations and training; increase the utilization of surface transport; and extend to the regions a number of support services (e.g., human resources, communication and information technology, transport, finance) previously provided at Mission headquarters in Kinshasa.

Expected accomplishments	*Indicators of achievement*
5.1 Increased efficiency and effectiveness in logistical, administrative and security support to the Mission	5.1.1 6 per cent reduction in the lead time between approval of procurement requisitions and issuance of contracts (2007/08: 90 days for 90 per cent of cases; 2008/09: 85 days for 90 per cent of cases; 2009/10: 80 days for 90 per cent of cases)
	5.1.2 Disposal of written-off equipment within 175 days of approval (2007/08: 180 days; 2008/09: 180 days; 2009/10: 175 days)
	5.1.3 5 per cent reduction of inventory value of assets held in stock for over 6 months (2007/08: 19 per cent; 2008/09: 5 per cent; 2009/10: 5 per cent)
	5.1.4 5 per cent compliance with environmental standards of the Department of Peacekeeping Operations and the Department of Field Support (2007/08: 0 per cent; 2008/09: 5 per cent; 2009/10: 5 per cent)

Outputs

Service improvements

- Issuance of updated procurement guidelines to strengthen internal control mechanisms
- Conduct of suppliers forums to all suppliers to enhance the knowledge and understanding of the United Nations procurement rules and regulations, thereby resulting in increased participation by all vendors in the bidding processes
- Installation of one waste materials incinerator for the local destruction of certain categories of waste materials, rather than its transport to an incinerator site in Bunia or outsourcing the services to costly local vendors
- Implementation of Mission stock ratios to minimize the level of strategic holdings

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 19,815 military contingent personnel, 760 military observers, 391 United Nations police officers, 1,050 formed police personnel and 14 government-provided personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment in respect of 19,815 contingent personnel and 1,050 formed police personnel
- Storage and supply of 7,615,725 person-days of fresh and combat rations for 19,815 contingent personnel and 1,050 formed police personnel in 62 locations
- Administration of 4,828 civilian personnel, including temporary positions (excluding the staff of the Office of Special Envoy on the Great Lakes Region)
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Management of 35 United Nations-owned water and 88 contingent-owned water purification plants and 9 water bottling plants
- Maintenance of premises and equipment, including 965 United Nations-owned and 328 contingent-owned generators, 7,879 air conditioners, 674 ablution units and 2,158 hard-wall accommodation units
- Storage and supply of 16.9 million litres of fuel for generators

Ground transportation

- Operation and maintenance of 1,634 light vehicles, 234 medium vehicles, 654 heavy and special vehicles
- Supply of 14.1 million litres of fuel

Air transportation

- Operation and maintenance of 25 fixed-wing and 64 rotary-wing aircraft, including 50 military-type aircraft, and management of the related commercial airfield service contracts
- Supply of 54.3 million litres of aviation fuel

Naval transportation

- Operation and maintenance of 4 sets of pushers/barges and 3 military fast boats

Communications

- Support and maintenance of a satellite network consisting of 4 earth station hubs to provide voice, fax, video and data communications
- Support and maintenance of 67 very small aperture terminal (VSAT) systems, 78 telephone exchanges and 79 microwave links

Information technology

- Support and maintenance of 331 servers, 5,035 desktop computers, 1,283 laptop computers, 593 printers and 488 digital senders in 71 locations
- Support and maintenance of the Local Area Network and Wireless Area Network

Medical

- Operation and maintenance of 16 United Nations-owned level-I clinics, 53 contingent-owned level-I clinics, 3 contingent-owned level-II hospitals, 1 contingent-owned level-III hospital and 1 United Nations-owned emergency and first aid station, 2 United Nations-owned laboratory units and 1 United Nations-owned radiology unit in 16 locations for all Mission personnel, staff of other United Nations agencies and the local civil population in emergency cases
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including to 3 contingent-owned level-II hospitals, 1 contingent-owned level-III hospital and 1 contracted level-III hospital in Kinshasa and 1 contracted level-IV hospital in Pretoria in a total of 6 locations
- Operation and maintenance of HIV/AIDS voluntary confidential counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel

Security

- 730 investigation reports on traffic accidents, theft of United Nations equipment and loss of identification documents
- Review and update of regional security evacuation plans for all regions
- Conduct of fire drills and refresher courses for all staff every two months
- Provision of security services 24 hours a day, 7 days a week for all Mission areas
- Conduct of specialized training for all security staff in pistol-firing, first aid and other specialized areas
- Preparation of 365 daily security situation reports, 52 weekly assessment reports and 4 quarterly reports on mission-wide security situation
- Conduct of security and baggage inspections for approximately 14,000 passengers a month

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies, as contracted

Table 6
Human resources: component 5, support

Category												*Total*
I. Military contingents												
Approved 2008/09												1 932
Proposed 2009/10												1 932
Net change												—
	International staff											
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service[a]*	*General Service[a]*	*Security Service*	***Subtotal***	*National staff[b]*	*United Nations Volunteers*	***Total***
Conduct and Discipline Team											
Approved posts 2008/09	—	1	2	3	1	—	—	7	2	—	9

Proposed posts 2009/10	—	1	2	3	1	—	—	7	2	—	9
Net change	—	—	—	—	—	—	—	—	—	—	—
Approved temporary positions[c] 2008/09	—	—	1	3	—	1	—	5	3	—	8
Proposed temporary positions[c] 2009/10	—	—	4	3	1	—	—	8	6	—	14
Net change	—	—	3	—	1	(1)	—	3	3	—	6
Subtotal, Conduct and Discipline Team											
Approved 2008/09	—	1	3	6	1	1	—	12	5	—	17
Proposed 2009/10	—	1	6	6	2	—	—	15	8	—	23
Net change	—	—	3	—	1	(1)	—	3	3	—	6
Security and Safety Section											
Approved posts 2008/09	—	—	4	13	77	14	—	108	381	5	494
Proposed posts 2009/10	—	—	4	13	91	—	—	108	381	5	494
Net change	—	—	—	—	14	(14)	—	—	—	—	—
Mission Support Division											
Office of the Director[d]											
Approved posts 2008/09	—	1	5	9	5	3	—	23	11	1	35
Proposed posts 2009/10	—	1	5	9	9	—	—	24	11	1	36
Net change	—	—	—	—	4	(3)	—	1	—	—	1
Office of the Deputy Director[c]											
Approved posts 2008/09	—	1	10	16	39	17	—	83	495	18	596
Proposed posts 2009/10	—	1	11	15	55	—	—	82	558	18	658
Net change	—	—	1	(1)	16	(17)	—	(1)	63	—	62
Approved temporary positions[c] 2008/09	—	—	—	—	2	—	—	2	—	—	2
Proposed temporary positions[c] 2009/10	—	—	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	(2)	—	—	(2)	—	—	(2)
Subtotal, Office of the Deputy Director											
Approved 2008/09	—	1	10	16	41	17	—	85	495	18	598
Proposed 2009/10	—	1	11	15	55	—	—	82	558	18	658
Net change	—	—	1	(1)	14	(17)	—	(3)	63	—	60
Administrative Services											
Approved posts 2008/09	—	1	15	39	59	25	—	139	161	65	365
Proposed posts 2009/10	—	1	16	38	87	—	—	142	168	65	375
Net change	—	—	1	(1)	28	(25)	—	3	7	—	10
Approved temporary positions[c] 2008/09	—	—	—	—	—	—	—	—	10	10	20
Proposed temporary positions[c] 2009/10	—	—	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	—	—	—	—	(10)	(10)	(20)
Subtotal, Administrative Services											
Approved 2008/09	—	1	15	39	59	25	—	139	171	75	385

Proposed 2009/10	—	1	16	38	87	—	—	**142**	168	65	375
Net change	—	—	**1**	**(1)**	**28**	**(25)**	—	**3**	**(3)**	**(10)**	**(10)**
Integrated Support Services											
Approved posts 2008/09	—	1	26	83	269	75	—	**454**	1 343	388	**2 185**
Proposed posts 2009/10	—	1	28	83	353	—	—	**465**	1 411	415	**2 291**
Net change	—	—	**2**	—	**84**	**(75)**	—	**11**	**68**	**27**	**106**
Approved temporary positions[c] 2008/09	—	—	—	—	40	—	—	**40**	98	100	238
Proposed temporary positions[c] 2009/10	—	—	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	**(40)**	—	—	**(40)**	**(98)**	**(100)**	**(238)**
Subtotal, Integrated Support Services											
Approved 2008/09	—	1	26	83	309	75	—	**494**	1 441	488	**2 423**
Proposed 2009/10	—	1	28	83	353	—	—	**465**	1 411	415	**2 291**
Net change	—	—	**2**	—	**44**	**(75)**	—	**(29)**	**(30)**	**(73)**	**(132)**
Subtotal, civilian staff											
Approved 2008/09	—	5	62	163	450	134	—	**814**	2 393	477	**3 684**
Proposed 2009/10	—	5	66	161	596	—	—	**828**	2 531	504	**3 863**
Net change	—	—	**4**	**(2)**	**146**	**(134)**	—	**14**	**138**	**27**	**179**
Approved temporary positions[c] 2008/09	—	—	1	3	42	1	—	**47**	111	110	**268**
Proposed temporary positions[c] 2009/10	—	—	4	3	1	—	—	**8**	6	—	**14**
Net change	—	—	**3**	—	**(41)**	**(1)**	—	**(39)**	**(105)**	**(110)**	**(254)**
Subtotal											
Approved 2008/09	—	5	63	166	492	135	—	**861**	2 504	587	**3 952**
Proposed 2009/10	—	5	70	164	597	—	—	**836**	2 537	504	**3 877**
Net change	—	—	**7**	**(2)**	**105**	**(135)**	—	**(25)**	**33**	**(83)**	**(75)**
Total (I-II)											
Approved 2008/09											**5 884**
Proposed 2009/10											**5 809**
Net change											**(75)**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved international General Service posts, without change in functions.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance, in civilian personnel costs.

[d] Includes Budget and Cost Control Section, the Aviation Safety Unit and the Administrative Coordination Unit.

[e] Includes the Regional and Field Administrative Offices, the Board of Inquiry Unit, the Contracts Management Unit, the Property Control and Inventory Unit and the Local Property Survey/Claims Review Board.

Conduct and Discipline Team

International staff: Increase of 3 temporary positions

National staff: Increase of 3 temporary positions

88. It is proposed to establish 3 temporary positions of Conduct and Discipline Officers (P-4) and 3 temporary positions of Conduct and Discipline Officers (National Officers) to augment the capacity of the Team in three field offices (Goma, Bukavu and Bunia).

89. The current staffing of the Conduct and Discipline Team in the field is not adequate to deal with numerous locations where MONUC personnel are deployed, thus hampering its efforts to address cases of misconduct of Mission personnel since the establishment of the Team in November 2005. Taking into account the recent redeployment of the Mission personnel, the shift of the focus towards the Eastern Region and the increased number of remote deployment sites, the Team has not been able to adequately monitor all the deployment sites owing to the lack of personnel, which increases the risk of misconduct, most notably sexual exploitation and abuse. The most appropriate manner by which to address issues of misconduct is to ensure that adequate preventative measures are in place, including regular training, briefings and awareness campaigns, that the Team regularly provides train-the-trainer workshops to contingents within one month of their arrival in the Mission. During the past two years, the Team had conducted assessment visits to almost all field offices, and mission-wide training has been conducted since 2007. The existing staff of the Team, which is based in Kinshasa, prepares public information materials, budgets, monthly, quarterly, biannual and annual reports, and correspondence to be transmitted to United Nations Headquarters; coordinates high-level meetings, panels and visitors; retains capacity for database management of cases within the Mission; sets the policy direction of the Team; and provides training, outreach activities and inter-agency cooperation. The Kinshasa office already covers an extensive portion of the mission area, including Kinshasa, Matadi, Bandundu, Kikwit, Mbandaka, Mbuji-Mayi, Kananga offices and United Nations military observer team sites in Gbadolite and Muanda, and the current staffing does not have additional capacity to cover the remote sites, particularly in the eastern region of the country.

90. The three proposed positions for Conduct and Discipline Officers (P-4) would serve as the heads of three field offices in Goma, Bukavu and Bunia and as a member of the regional senior management team, reporting directly to the Chief of Conduct and Discipline. The incumbents would serve as the regional focal points on conduct and discipline issues; provide regional and decentralized support to senior management; assist the Chief by providing inputs from the field to ensure the effectiveness of policies, standard operating procedures and other instructions designed to address misconduct issues; develop systems to monitor the regional implementation and to assess the effectiveness of efforts, including the establishment and the implementation of regional action plans and the establishment and management of regional sexual exploitation and abuse focal point networks. The incumbents would also ensure that all Mission personnel are constantly apprised of the expected standards of conduct.

91. The three proposed positions of Conduct and Discipline Officers (National Officers) would ensure the systematic implementation of measures to prevent, identify and respond to misconduct by Mission personnel by conducting regular and

systematic assessment visits. The incumbents would also develop an effective regional strategy and programmes, involving local community leaders and authorities, and local and international non-governmental organizations.

Mission Support Division

Budget and Cost Control Section

International staff: Increase of 1 post

92. It is proposed to establish one post of Budget Assistant (Field Service) in Kinshasa to regularize the post that is currently on temporary loan from the Regional and Field Administrative Offices. Although budgeting and cost control remain a centralized function, the increased number of transactions in the eastern Democratic Republic of the Congo and the Entebbe logistics hub necessitated the designation of one staff to cover these two areas, thus requiring additional staff to support the existing workload. The incumbent of the post would be responsible for monitoring the monthly expenditures; following up with cost centres on long outstanding balances; monitoring the status of expenditures; providing biweekly status reports to account holders; reviewing all requests for realignment and redeployment of funds and preparing redeployment requests; and the post management of civilian personnel through tracking and updating staff movements within the Mission.

Property Control and Inventory Unit

International staff: No net change

93. It is proposed to reclassify the post of the Chief of the Property Control and Inventory Unit from the P-3 to the P-4 level, taking into account the scope and magnitude of managerial, supervisory and representational responsibilities involved in managing approximately 69,000 items in the inventory, with a total value exceeding $245 million. The property is dispersed among more than 17,000 users at over 60 installations in 5 countries. A higher level of experience, expertise and authority are required and therefore the post is proposed for upgrade.

Regional and Field Administrative Offices

International staff: Decrease of 1 post

National staff: Net increase of 63 posts (establishment of 70 posts and abolishment of 7 posts)

94. It is proposed to abolish 1 post of Administrative Assistant (Field Service) in Kinshasa, which is currently on loan to the Budget and Cost Control Section to meet the operational requirements of the Section, to establish 70 posts of interpreters/translators (national General Service) and to abolish 7 posts of Administrative Assistants (national General Service).

95. In accordance with the recommended ratio of one interpreter to 40 troops, it is proposed to establish 70 posts of interpreters/translators in support of the additional 2,785 military contingent personnel in three battalions and 300 formed police personnel. Each battalion would comprise 4 convoys and, on average, 10 convoys are on patrol at any given time during 8-hour day/night shifts. The incumbents would perform interpretation functions in languages including Swahili, Lingala,

Chiluba, French and English; accompany military and police personnel on day/night patrols; and assist in administrative requirements of the battalions.

96. It is proposed to abolish 7 posts of Administrative Assistants based in Kananga, Kikwit, Lubumbashi, Matadi, Mbandaka, Mbuji-Mayi and Kinshasa. The posts are currently on temporary loan to the Human Resources Section and will continue to perform human resources functions in the same locations. The original functions of the 7 abolished posts would be absorbed by the existing staff of the Office.

Human Resources Section

International staff: Net increase of 2 posts (reclassification of 1 post and establishment of 2 posts)

National staff: Increase of 7 posts

97. It is proposed to reclassify the post of Human Resources Officer in Goma from the P-3 to the P-4 level. The reorganization of the Mission from three regional offices into two regional offices (Kinshasa in the western region and Goma in the eastern region) has increased the redeployment of civilian and military personnel to the eastern Democratic Republic of the Congo. The establishment of the regional office in Goma resulted in additional responsibilities, including the administration, oversight and coordination of all human resources personnel in the east.

98. It is also proposed to establish 2 posts of Human Resources Assistants (Field Service) to strengthen the International Recruitment Unit in Kinshasa to expedite the recruitment process and reduce the high vacancy rates experienced by the Mission, which have contributed to delays in the implementation of the Mission's key programmes. The International Recruitment Unit currently comprises the Head of the Unit (P-3), supported by a team of 4 staff (1 P-2, 2 Field Service and 1 United Nations Volunteer). The current staffing of the Unit is inadequate in supporting the workload involved with the international recruitment of candidates to fill 267 vacant posts as at the end of January 2009. In order to meet the critical need to expedite the recruitment efforts of the Mission, one post at the P-3 level has been temporarily loaned from the Office of the Chief, Administrative Services, and through additional temporary arrangements that are not sustainable in the long term.

99. In order to support the ongoing decentralization of human resources services to various field offices in the Democratic Republic of the Congo, it is proposed to establish 7 posts of Field Human Resources Clerks (national General Service) in Kananga, Kikwit, Lubumbashi, Matadi, Mbandaka, Mbuji-Mayi and Kinshasa. The incumbents would be based in the Field Administrative Offices and would perform all activities related to the recruitment and administration of benefits and entitlements for national staff, individual contractors and casual daily workers. As part of the Mission efforts to improve the decentralized services provided by the Human Resources Section, the posts have been currently loaned from the Regional and Field Administrative Offices.

Procurement Section

International staff: Increase of 1 post

100. It is proposed to establish one post of Procurement Assistant (Field Service) to support increased procurement activities owing to the additional deployment of 3,085 military and formed police personnel. One Procurement Officer (P-4) and one Procurement Clerk are currently assigned to Goma. Taking into account the anticipated increase in procurement activities, an additional Procurement Assistant would be required to complement the current staffing to undertake: (a) the establishment of a reliable vendor database for the eastern region; (b) the conduct of market surveys for the establishment of lease of premises to accommodate the newly deployed military and police personnel; (c) the conduct of bidding exercises to establish local service/system contracts for requirements for building and civil works materials, spare parts and general supplies and bus transportation services; and (d) the conduct of solicitation exercises for the one-time rehabilitation of airports in the eastern region.

Supply Section

International staff: Increase of 3 posts

National staff: Increase of 17 posts (establishment of 13 posts and redeployment of 4 posts)

United Nations Volunteers: Increase of 7 positions (establishment of 6 positions and redeployment of 1 position)

101. It is proposed to establish 2 posts of Food Inspectors (Field Service) and 1 post of Fuel Supervisor (Field Service) to respond to the increased operational requirements related to the deployment of 3,085 additional military and formed police personnel. The Section currently supports the feeding strength of 8,729 military and formed police personnel. With the arrival of the additional military and formed police personnel, the workload is expected to increase by 30 per cent, involving approximately 346 tons of rations to be inspected and processed, at least five additional delivery locations to administer 43,190 combat ration packs and additional 126,000 bottled water for reserve stock. The proposed 2 Food Inspectors, based in Goma and Bukavu, would report to the Mission Senior Quality Assurance Evaluator, ensure that incoming shipments comply with the contractual requirements, undertake the inspection of contingents' storage facilities and provide advice in terms of hygiene and food safety. The Food Inspector based in Goma would also act as a Deputy to the Senior Quality Assurance Evaluator and oversee the implementation of all required procedures, including random sampling, physical food inspection, documentation and preparation of contract discrepancy reports, and the conduct of physical inspections of contractors' and subcontractors' facilities.

102. The proposed post of Fuel Supervisor (Field Service) would be based in Goma and would supervise the newly installed fuel point for the additional troops to be deployed in Goma, as the existing fuel points cannot support the additional troops because of the capacity and space limitations. Upon the deployment of the additional troops in the greater area of the Kivus between Bukavu and Beni, additional forward refuelling points are expected to be established and will be operated by national staff. The Fuel Supervisor would monitor and coordinate the

fuel operations, including receipt, storage, issuance and quality control, at those locations.

103. It is proposed to establish 2 posts of Rations Clerks (national General Service), based in Uvira and Goma, to handle the volume of work required for the ordering, receipt, invoicing to and from the contractor/warehouse and performing data entry. The incumbents would ensure that the quantities stipulated in the contracts are supplied and assist the Rations Assistants in their day-to-day tasks.

104. Eleven posts for Fuel and Pump Assistants (national General Service) are also proposed for deployment in Beni, Bukavu and Goma. The incumbents would perform into-plane and vehicle refuelling operations, serve as fuel truck drivers and operate specialized fuel vehicles and equipment. The incumbents would also assist in refuelling generators and boats, maintaining fuel equipment and fuel farms, in accordance with established safety standards, loading and unloading fuel drums, issuing fuel to authorized vehicles, recording all fuel issues and issuing handover and receipt vouchers, preparing and handling lubricants in locations where there are additional air assets, namely 2 fixed-wing aircraft and 18 utility helicopters, to support the additional 3,085 military and formed police personnel.

105. Furthermore, it is proposed to establish 6 positions of United Nations Volunteers (1 Food Inspector, 1 Rations Assistant, 3 Fuel Supervisors and 1 Mission Electronic Fuel Accounting System Operator). One Food Inspector would be required in Beni to inspect incoming shipments prior to distribution, undertake inspection of contingents' storage facilities, and provide advice on hygiene and food safety. The incumbent would address all issues related to the delivery of rations between the contractor and the contingents. One Rations Assistant would be deployed to Uvira to ensure that the quantities of food delivered meet the contractual requirements, to coordinate the rations requirements, the Mission's holdings and requirements for meals-ready-to-eat and to manage the day-to-day operations in support of the contingents. Three Fuel Supervisors would be deployed to Beni, Bukavu and Goma and would be responsible for fuel points, receipt and issuance of fuel, quality control, accounting, reporting and forecasting of fuel requirements. The incumbents would also maintain fuel equipment and supervise staff. One Mission Electronic Fuel Accounting System (MEFAS) operator would be responsible for entering data on receipt of bulk fuel, fuel consumption for civilian vehicles from daily fuel issue sheets and locations of generators into the MEFAS system. The incumbent would also monitor consumption patterns and report irregularities detected by the MEFAS system.

106. In line with the policy of United Nations Headquarters, the Communications and Information Technology Section will transfer the responsibility for the management and maintenance of photocopiers throughout the mission area to the Supply Section. Accordingly, it is proposed to establish 4 posts (national General Service) and 1 United Nations Volunteer position for Office Equipment Technicians through the redeployment of existing posts and position from the Communications and Information Technology Section.

Engineering Section

International staff: No net change

National staff: Increase of 32 posts

107. It is proposed to reclassify 1 post of Airfield Engineer from the P-3 to the P-4 level. Owing to the expansion of the Mission operational areas, the number of airfields has also increased. The incumbent would be responsible for ensuring usability of 13 airfields, managing multiple runway rehabilitation projects and the construction of new airfields and helipads across the Democratic Republic of the Congo. The incumbent would be required to liaise with the International Civil Aviation Organization and national authorities on operational aspects in coordination with Air Safety and Aviation Section. With the scope of responsibilities and complexity of functions associated with the post, the upgrade from the P-3 to P-4 level is proposed.

108. It is also proposed to establish 32 posts (national General Service) to perform various types of logistical support to the additional 3,085 military and formed police personnel in terms of hard wall accommodation, installation and maintenance of plumbing facilities for water purification plants and ablution units, electrical connections, generator installations and the regular maintenance of camp facilities, including sewerage management and disposal at four new locations (Kanyabayonga, Rwindi, Lubero, Musake). The additional posts would consist of 11 Electricians (2 in Goma, 2 in Bukavu, 2 in Bunia, 1 in Dungu, 1 in Beni, 1 in Kamina, 1 in Lubero and 1 in Musake), 11 General Mechanics (2 in Goma, 2 in Bukavu, 2 in Bunia, 1 in Dungu, 1 in Beni, 1 in Kalemie, 1 in Rwindi, 1 in Kanyabayonga), 4 Water Technicians (2 in Goma and 2 in Bukavu), 2 Facilities and Camp Management Clerks (1 in Goma and 1 in Dungu), 2 Construction Foremen (1 in Bunia and 1 in Dungu), 1 Plumber in Bukavu and 1 Truck and Heavy Vehicle Driver in Beni.

Communications and Information Technology Section

National staff: Decrease of 4 posts

United Nations Volunteers: Net increase of one position (establishment of 2 positions and redeployment of 1 position)

109. MONUC is currently responsible for the operation of a multi-mission regional disaster recovery and business continuity site that has been installed in the Entebbe logistics hub and operational since July 2008. The site supports and provides disaster recovery and business continuity for MONUC, UNAMID, UNMIS, the United Nations Mission in the Central African Republic and Chad (MINURCAT) and BINUB. Taking into account the increased responsibilities related to the installation, operation and maintenance of tier 2 regional disaster recovery and business continuity, it is proposed to establish 1 position of Information Technology Network/Security Technician (United Nations Volunteer) and 1 position of Communications Satellite Technician (United Nations Volunteer) to provide decentralized maintenance of various networks and rapid support to MONUC and the other five missions. The Information Technology Network/Security Technician would provide support to the Entebbe logistics hub in the field of data security and network infrastructure, while ensuring the maintenance and repair of the information technology network infrastructure and that it functions at optimal

operational capacity. The incumbent would install, maintain, repair and programme the Internet Security and Acceleration (ISA) Firewall, which provides the security perimeter for the logistics hub. The incumbent would also be responsible for the installation and configuration of CISCO switches, hubs for virtual private networks, VLAN Trunking Protocol (VTP) domain, active directory on the local area networks and wide area networks, Websense surfcontrol, and the maintenance of the wireless network for the logistics hub. The Communications Satellite Technician would provide the required support for five very small aperture terminals (VSATs), and maintain and repair the Earth stations, including trouble shooting and programming of various components of the earth stations, low noise amplifier (LNA) used in satellite Earth stations, transceivers, satellite modems, CISCO routers and Interface E1.

110. In line with the policy of United Nations Headquarters, the Communications and Information Technology Section will transfer the responsibility for the management and maintenance of photocopiers throughout the mission area to the Supply Section. Accordingly, the redeployment to the Supply Section of 4 existing posts (national General Service) and 1 existing position (United Nations Volunteer) of Office Equipment Technicians is proposed.

Contingent-owned Equipment and Property Management Section

National staff: Increase of 1 post

United Nations Volunteers: Increase of 2 positions

111. It is proposed to establish 1 post (national General Service) and 2 positions (United Nations Volunteer) of Property Disposal Assistants to strengthen the Mission capacity to process write-off actions locally, conduct commercial sales and complete the disposal process in a more timely manner.

112. It is anticipated that disposal-related activities are projected to increase in the Entebbe logistics hub, as a result of the identification of over 2,500 items for disposal during the 2008/09 period. In the 2009/10 period, the number of items for disposal is expected to double, and, as a consequence, it will be necessary to augment the existing staffing structure of the Section (1 Field Service and 1 national General Service) with an additional Property Disposal Assistant (United Nations Volunteer).

113. There has been a significant accumulation of written-off equipment and scrap materials in Bukavu owing to the shortage of staff. The equipment and scrap materials are currently stored in the existing work space, which hinders the routine operations of the Property Disposal Unit. The new post of Property Disposal Assistant (United Nations Volunteer) would expedite the process of disposal due to the sizeable magnitude of written-off equipment recommended for disposal as well as accumulated wastes. The incumbent would be assisted by a proposed post of Property Disposal Assistant (national General Service), whose functions would be to assist, receive and verify items from Self-Accounting Units; identify, categorize and sort items with similar functions; store the items and update bin locations in the database; perform physical verifications of assets for the maintenance of the inventory records on a regular basis; assist in entering data on the arrival of new items; prepare items in lots that are recommended for sale; operate forklifts to keep movements of items; maintain warehouse and storage facilities in a clean and well-

organized manner; assist in monitoring the warehouse and storage areas on a daily basis and immediately report on incidents.

Movement Control Section

International staff: Decrease of 1 post

National staff: Increase of 16 posts

United Nations Volunteers: Establishment of 4 positions

114. It is proposed to abolish 1 existing Field Service post of Movement Control Officer and establish 1 post of Movement Control Officer at the National Officer level in the Entebbe logistics hub, establish 7 posts of Movement Control Clerk (national General Service) and 8 posts of Driver (national General Service), and establish 4 positions of Movement Control Assistant (United Nations Volunteer).

115. The incumbent of the proposed post of Movement Control Officer (National Officer) in the Entebbe logistics hub would be responsible for all cargo movements in and out of the mission area, serve as a Customs Clearance agent with the Ugandan Customs Office for all incoming United Nations cargo; and facilitate the processing of export documentation for all cargo entering the Democratic Republic of the Congo. The complexity and scope of the workload of the incumbent is expected to increase as the Entebbe logistics hub expands its role to support other peacekeeping missions in the region. The necessary experience and knowledge of local rules and regulations on the movement of cargo warrants an incumbent at the Officer level.

116. In an effort to increase the use of alternative transport solutions to air transportation, the Mission has established the Heavy Truck Unit based in Entebbe, comprising 2 international staff, 10 national staff, 5 United Nations Volunteers and 8 individual contractors. The Unit organizes convoys to and within the eastern Democratic Republic of the Congo. It is also proposed to establish 8 posts of Driver (national General Service), as the required functions are of a continuing nature and are currently being performed by individual contractors.

117. It is proposed to establish 7 posts of Movement Control Clerk (national General Service) and 4 positions of Movement Control Assistant (United Nations Volunteer) in order to assist and ensure that the additional 3,085 military contingent and formed police personnel would receive adequate support from the Unit. The proposed 7 Movement Control Clerk (national General Service) would be deployed in the following locations: 1 in Bukavu, 2 in Beni, 2 in Goma and 2 in Bunia. The incumbents would support the existing staff in receiving, processing and documenting cargo and passengers against the manifests. The 4 Movement Control Assistants (United Nations Volunteer) would support the deployment of the additional 2,785 military contingent personnel and 300 formed police personnel to the eastern Democratic Republic of the Congo, mainly in Bukavu, Goma, Beni and Bunia. The incumbents would provide multi-modal movement control support and assist in planning, coordinating, implementing and monitoring all tasks related to the movement of military contingents and formed police personnel.

Transport Section

National staff: Decrease of 2 posts

118. It is proposed to redeploy 2 existing posts of Driver (national General Service): 1 to the Regional Stabilization Unit and the other to the Security Sector Reform Unit, as explained in paragraphs 46 and 67 of the present report.

Aviation Section

International staff: Net increase of 9 posts (reclassification of 1 post and establishment of 9 posts)

National staff: Increase of 8 posts

United Nations Volunteers: Increase of 13 positions

119. It is proposed that the post of Chief of the Technical Compliance Unit be reclassified from the P-3 to the P-4 level and to establish 30 posts/positions (2 P-2, 7 Field Service, 6 national General Service, 2 National Officers and 13 United Nations Volunteers).

120. The Chief of the Technical Compliance Unit is responsible for the strategic management and supervision of the Unit, comprising 27 Technical Compliance Officers. The incumbent is also responsible for the coordination of aviation operations compliance activities and the monitoring of technical and safety performance for over 70 aircraft assigned to 10 air regions in the Democratic Republic of the Congo and one air region in Uganda. The incumbent would also monitor 24 United Nations aircraft charter agreements for the provision of fixed-wing and rotary-wing aircraft, as well as 7 letters of assist with troop-contributing Governments for the provision of military helicopters, ensuring that the equipment and personnel are in compliance with the terms and conditions of the contracts. The incumbent would also oversee all activities related to quality assurance and risk management; manage financial resources of air service contracts with a total value of over $150 million; and prepare the aircraft use reports for 24 fixed-wing aircraft and 48 helicopters.

121. In the light of the deployment of the additional 3,085 military contingent and formed police personnel, 20 additional military aircraft (2 fixed-wing and 18 helicopters) would be deployed to enhance the operational mobility of the Mission. To support the additional air assets, it is proposed to establish 2 posts of Associate Air Operations/Air Terminal Officer (P-2), one of which would be based in Goma and the other in Bunia. The incumbents would ensure that the United Nations air assets are provided with airfield services in accordance with the United Nations and international standards and practices, and that all aviation activities are in compliance with regulations of the host Government's civil aviation authorities. The airfield services include the supervision of meteorological services, emergency response, aircraft ground handling, and passenger and cargo handling services. The incumbents would also supervise re-fuelling, parking, wing and marshalling of the aircraft, develop flight schedules and monitor and inspect the aircraft and aircrews to ensure compliance with the aviation service contracts.

122. It is proposed to establish 9 posts/positions of Planning Assistant (5 Field Service and 4 United Nations Volunteers) that will be deployed to the air regions of Goma, Bunia, Bukavu, Kisangani and Kinshasa. The incumbents would plan,

coordinate, schedule and publish the flight hours to be performed by the additional 20 aircraft, and would monitor flight safety deficiencies for the air operation in close cooperation with the Aviation Safety Officer. The incumbents would also liaise with various offices in the Mission, United Nations funds and programmes and non-governmental organizations to coordinate the flight requirements and ensure that all flights would follow the aviation standards and regulations. Three posts of Flight Assistant (2 national General Service and 1 United Nations Volunteer) are proposed and would be deployed in Goma and Bunia. The incumbents would coordinate search-and-rescue operations and would be responsible for radio communications and flight following mission log sheets. Two posts of Technical Compliance Officer (National Officers) and 4 posts of Technical Compliance Assistant (1 Field Service, 1 national General Service and 2 United Nations Volunteers) are proposed to support military flights to be performed by the 20 additional aircraft. The incumbents would be deployed in Goma and Bunia and be responsible for the verification of aircraft use reports completed by military pilots in command. The incumbents would report on the actual flight hours performed for each sortie, fuel uplift, and passengers and cargo transported. Eight posts of Air Terminal Assistant (1 Field Service, 3 national General Service and 4 United Nations Volunteers) are proposed and would be responsible for ground handling operations of the additional aircraft in the Kinshasa air region, Entebbe and Goma, in accordance with rules and regulations of the International Civil Aviation Organization, local civil aviation authorities and the United Nations. One Fire Fighting Assistant (United Nations Volunteer) would be required to cover the operations of commercial and military airfield services in air regions where the additional aircraft would be based. Finally, one post of Budget Assistant (United Nations Volunteer) is proposed in Kinshasa to monitor and track additional financial obligations in support of the additional 20 aircraft.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	43 326.3	43 095.8	47 846.7	4 750.9	11.0
Military contingents	392 308.5	389 467.9	464 913.0	75 445.1	19.4
United Nations police	16 842.2	16 135.8	20 243.5	4 107.7	25.5
Formed police units	18 333.1	17 655.2	26 527.2	8 872.0	50.3
Subtotal	**470 810.1**	**466 354.7**	**559 530.4**	**93 175.7**	**20.0**
Civilian personnel					
International staff	147 613.3	157 237.7	174 416.2	17 178.5	10.9
National staff	39 379.3	44 770.4	63 181.4	18 411.0	41.1
United Nations Volunteers	25 929.2	31 473.3	26 455.7	(5 017.6)	(15.9)
General temporary assistance	2 449.5	9 345.9	8 138.6	(1 207.3)	(12.9)
Subtotal	**215 371.3**	**242 827.3**	**272 191.9**	**29 364.6**	**12.1**
Operational costs					
Government-provided personnel	—	—	841.0	841.0	—
Civilian electoral observers	—	—	—	—	—
Consultants	853.7	76.9	673.3	596.4	775.6
Official travel	8 021.7	6 300.1	10 077.1	3 777.0	60.0
Facilities and infrastructure	88 116.3	93 909.6	132 169.9	38 260.3	40.7
Ground transportation	28 642.0	20 810.4	38 865.5	18 055.1	86.8
Air transportation	184 542.3	274 082.9	296 998.8	22 915.9	8.4
Naval transportation	1 162.5	1 734.4	1 785.0	50.6	2.9
Communications	32 147.0	32 740.5	42 986.1	10 245.6	31.3
Information technology	8 078.2	9 035.6	12 670.1	3 634.5	40.2
Medical	14 728.2	18 976.4	17 567.7	(1 408.7)	(7.4)
Special equipment	4 524.3	6 676.8	7 051.9	375.1	5.6
Other supplies, services and equipment	13 550.9	13 150.8	28 760.9	15 610.1	118.7
Quick-impact projects	940.3	1 000.0	1 000.0	—	—
Subtotal	**385 307.4**	**478 494.4**	**591 447.3**	**112 952.9**	**23.6**
Gross requirements	**1 071 488.8**	**1 187 676.4**	**1 423 169.6**	**235 493.2**	**19.8**
Staff assessment income	20 659.0	23 999.2	27 518.5	3 519.3	14.7
Net requirements	**1 050 829.8**	**1 163 677.2**	**1 395 651.1**	**231 973.9**	**19.9**
Voluntary contributions in kind (budgeted)[a]	4 153.4	3 426.9	4 953.9	1 527.0	44.6
Total requirements	**1 075 642.2**	**1 191 103.3**	**1 428 123.5**	**237 020.2**	**19.9**

[a] Represents contribution from Fondation Hirondelle in support of MONUC radio broadcasting services.

B. Non-budgeted contributions

123. The estimated value of non-budgeted contributions for the period from 1 July 2009 to 30 June 2010 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	2 948.6
Total	**2 948.6**

[a] Represents the estimated rental value of field offices headquarters, troop accommodation, logistics bases, and airfields and terminals in Kinshasa, Bukavu, Goma, Kalemie, Kindu, Kisangani, Mbandaka, the Ituri region, Kananga, Kasese (Uganda) and Kigoma (United Republic of Tanzania).

C. Efficiency gains

124. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Air transportation	1 924.0	Reduction of 1 fixed-wing (IL-76) due to increased reliance on road and river transportation
	7 680.1	Reduction of 582 flight hours on MONUC regular operations due to increased reliance on road and river transportation thus generating efficiency gains of $116,400 relating to rental and operation, and its related petrol, oil and lubricants for a total of $7,563,700
Total	**9 604.1**	

D. Vacancy factors

125. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2007/08*	*Budgeted 2008/09*	*Projected 2009/10*
Military and police personnel			
Military observers	5	6	6
Military contingents	2	2	7
United Nations police	28	32	23
Formed police units	< 1	—	—
Civilian personnel			
International staff	18	17	15
National staff			
National Officers	30	37	30
National General Service staff	4	5	5
United Nations Volunteers	7	5	7
Temporary positions[a,b]			
International staff	(46)	17	10
National staff	9	6	5
Government-provided personnel	—	—	—

[a] Funded under general temporary assistance.
[b] Excludes vacancy factors for proposed temporary positions for the Office of the Special Envoy of the Secretary-General on the Great Lakes Region.

E. Contingent-owned equipment: major equipment and self-sustainment

126. Requirements for the period from 1 July 2009 to 30 June 2010 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $160,704,000 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	71 470.1
Formed police units	4 895.6
Subtotal	**76 365.7**
Self-sustainment	
Facilities and infrastructure	44 285.3
Communications	18 317.6
Medical	14 683.6

Category	*Estimated amount*
Special equipment	7 051.9
Subtotal	**84 338.4**
Total	**160 704.1**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 January 2004	1 January 2004
Intensified operational condition factor	1.3	1 January 2004	1 January 2004
Hostile action/forced abandonment factor	3.1	1 January 2004	1 January 2004
B. Applicable to home country			
Incremental transportation factor	0.5-3.5		

F. Training

127. The estimated resource requirements for training for the period from 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	195.0
Official travel	
Official travel, training	863.4
Other supplies, services and equipment	
Training fees, supplies and services	570.7
Total	**1 629.1**

128. The number of participants planned for the period from 1 July 2009 to 30 June 2010, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2007/08	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*
Internal	528	2 187	1 324	327	6 467	1 681	—	450	64
External[a]	155	305	102	6	35	—	3	2	—
Total	**683**	**2 492**	**1 426**	**333**	**6 502**	**1 681**	**3**	**452**	**64**

[a] Includes United Nations Logistics Base and outside the mission area.

129. The planned internal training activities during the 2009/10 period encompass continuing support for the Mission's vocational/technical and capacity development training programmes, which entails continuing education in various mission locations to improve basic knowledge, skills and competence for both national and international staff. Language training in the United Nations official languages, in addition to local languages, is an ongoing programme to assist personnel to develop their language skills and facilitate and enhance better communication and understanding. Training is also focused on civil affairs, air operations, movement control, security, human rights, property control and inventory, medical care, HIV/AIDS, conduct and discipline and human resources management. Participation by Mission personnel in training activities at the United Nations Logistics Base and other locations includes engineering, procurement, air transportation, movement control, security, aviation safety, rule of law, HIV/AIDS and medical care. Training of various categories of staff will enhance services, improve their technical and professional skills and ensure better support to the various components in the Mission.

G. Disarmament, demobilization and reintegration

130. The estimated resource requirements for disarmament, demobilization and reinsertion and for disarmament, demobilization, repatriation, reinsertion and resettlement for the period 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Facilities and infrastructure	
Rental of premises	36.9
Utilities	5.4
Alteration and renovation	4.4
Maintenance services	12.0
Maintenance supplies	80.0
Ground transportation	
Rental of vehicles	38.4
Petrol, oil and lubricants	5.4
Medical	
Medical services	6.0
Supplies	12.0
Other supplies, services and equipment	
Printing and reproduction	20.0
Rations, other	56.0
Other services	180.0
Total	**456.5**

131. The resource requirements represent operational costs in respect of the demobilization and the repatriation to their countries of origin of 4,000 foreign ex-combatants and their dependants in the eastern part of the Democratic Republic of the Congo. The resource would provide for the short-term rental of land of up to 18 basic assembly areas and for temporary/mobile assembly areas in response to probable military operations against foreign armed groups to receive the ex-combatants and their dependants, as well as for office space for the Mission civilian personnel administering the programmes, related utilities, the leasing of trucks for the transportation of the remaining ex-combatants in Goma to their countries of origin, food and water for seven days per person as well as medical assistance, services and supplies for the ex-combatants, in particular women, dependants and children, and the production of pamphlets/leaflets in national languages on disarmament, demobilization and repatriation issues and the short-term hiring of national interpreters/sensitizers for sensitization on disarmament, demobilization and repatriation. The outputs related to the disarmament, demobilization, repatriation, reinsertion and resettlement programme are shown in framework's component 2, territorial security of the Democratic Republic of the Congo.

H. Mine detection and mine-clearing services

132. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	5 187.5

133. In the 2009/10 period, MONUC will maintain the same mine action capacity as the 2008/09 period. The resource requirements represent the contractual costs of services rendered by the United Nations Office for Project Services in respect of assisting the Government of the Democratic Republic of the Congo in enhancing its demining capacity. The services would include the survey of deployment sites, supply routes and airfields for mines, and unexploded devices and their clearance of such devices, ensuring the coherence of mine-action activities in the country through monthly coordination meetings with national authorities, international and national non-governmental organizations, contractors, United Nations agencies, funds and programmes advocating the implementation of the Anti-personnel Mine Ban Treaty, conducting a public information campaign on mine risk education through broadcasts on local radio stations and Radio Okapi and the publication of newsletters, advising the Government of the Democratic Republic of the Congo on the development of a national mine action structure and on the promulgation of national legislation on mine action and training of a national mine action senior management team.

I. Quick-impact projects

134. The estimated resource requirements for quick-impact projects for the period from 1 July 2009 to 30 June 2010, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2007 to 30 June 2008 (actual)	940.3	112 completed, 19 ongoing
1 July 2008 to 30 June 2009 (approved)	1 000.0	125
1 July 2009 to 30 June 2010 (proposed)	1 000.0	122

135. A detailed analysis and needs assessment conducted in September 2008 confirmed the requirement to continue quick-impact projects during the 2009/10 period to ensure and enhance the relationship between the Mission and the local communities. The instability in the east of the Democratic Republic of the Congo is eroding the population's confidence in MONUC. The shift of the international community's attention towards the eastern region has also generated a perception that the more stable provinces are neglected. There is an urgent need for increased communication of the mandate of the Mission and its role and responsibilities to gain the confidence of the local population. In the short- to medium-term, the aim of the programmes on quick-impact projects is to demonstrate progress in the national recovery process, improved access to rural and remote areas, support to the functioning of rule of law, provincial/district level authorities and civil society, and the creation of short-term employment opportunities in vulnerable communities, particularly in areas where a large number of returnees is expected. These programmes will contribute to creating an enabling environment for the State authorities and institutions to serve the people, particularly at the provincial and district levels, and provide an incentive for the host communities to receive and integrate the returnee in their communities.

136. The projects will focus on strengthening the rule of law (police stations, magistrates and judicial courts, and corrections facilities); advancing the extension of democratic institutions (light rehabilitation and basic equipment in support of provincial and district administration and civil society); support to and reintegration of vulnerable groups, including ex-combatants (skills-training programmes and income-generating activities); and increased access to basic services (health clinics, schools, water and sanitation facilities). Through these projects, the Mission will increase its visibility with the local population, facilitate civil-military coordination among humanitarian and development actors, and help build local capacity in managing donor funds.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military observers	$4 750.9	11.0%

- **Cost parameters: increase in mission subsistence allowance rates**

137. The variance is primarily attributable to the increase in the rates of mission subsistence allowance for the Democratic Republic of the Congo from $234 to $260 per day for the first 30 days and from $144 to $164 per day thereafter.

	Variance	
Military contingents	$75 445.1	19.4%

- **Mandate: change in scale of mandate**

138. The variance mainly reflects requirements related to the temporary increase of MONUC authorized military strength by up to 2,785 military personnel. Requirements take into account a 2 per cent delayed deployment factor for 17,030 previously authorized military personnel and a 36 per cent delayed deployment factor for 2,785 additional military personnel based on the latest deployment schedule. The additional requirements include freight and deployment of contingent-owned equipment for the new units that are expected to deploy after 1 July 2009.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

The variance also results from an increase in the unit cost of rations from $5.64 per person-day in 2008/09 to $6.98 per person-day in 2009/10.

	Variance	
United Nations police	$4 107.7	25.5%

- **Cost parameters: increase in mission subsistence allowance rates**

139. The variance is attributable primarily to the increase in the rates of mission subsistence allowance for the Democratic Republic of the Congo from $234 to $260 per day for the first 30 days and from $144 to $164 per day thereafter, as well as the application of a 23 per cent delayed deployment factor, based on the current deployment patterns, compared to a 32 per cent delayed deployment factor for the 2008/09 period.

	Variance	
Formed police units	$8 872.0	50.3%

- **Mandate: change in scale of mandate**

140. The variance mainly reflects requirements related to the temporary increase of the strength of formed police unit by up to 300 personnel. Additional requirements are also attributable to the increase in the costs of rotation travel, resulting from the increase in the average cost from $925 per one-way trip in 2008/09 to $1,566 per one-way trip in 2009/10, and the increase in the unit cost of rations from $5.64 per person-day in 2008/09 to $6.98 per person-day in 2009/10.

	Variance	
International staff	$17 178.5	10.9%

- **Cost parameters: implementation of new contractual arrangements**

141. The variance is primarily attributable to additional requirements for salaries, including post adjustment, and common staff costs pursuant to the approval by the General Assembly, in its resolution 63/250, of new contractual arrangements under one set of Staff Rules effective 1 July 2009. The additional requirements also relate to the proposed establishment of 15 additional posts in support of the temporary increase in the strength of military contingent and formed police personnel. The increased requirements are offset in part by the elimination of requirements for mission subsistence allowance.

	Variance	
National staff	$18 411.0	41.1%

- **Management: additional inputs and outputs**

142. The variance is primarily attributable to: (a) the proposed establishment of 130 additional posts in support of the temporary increase in the strength of military contingent and formed police personnel; (b) the revision of salary scales for National Officers and national General Service staff effective 1 July 2008; (c) the change in the basis of average salary scale used from GS-3/step IV in 2008/09 to

GS-3/step VII in 2009/10 for national General Service staff and from NOA-I in 2008/09 to NOB-II in 2009/10 for National Officers, resulting from the outcome of a comprehensive grade-level review to align the grade level of posts with their corresponding functions; and (d) additional requirements related to the conversion of appointments of national staff from the 300 series to 100 series.

	Variance	
United Nations Volunteers	($5 017.6)	(15.9%)

- **Management: reduced inputs and outputs**

143. The reduced requirements are primarily attributable to the proposed abolishment of 152 positions, including 110 temporary positions in support of the local elections.

	Variance	
General temporary assistance	($1 207.3)	(12.9%)

- **Cost parameters: implementation of new contractual arrangements**

144. The variance is mainly attributable to: (a) the elimination of requirements for mission subsistence allowance for international staff; (b) the exclusion of 42 Field Service positions previously approved in 2008/09 for a six-month period in support of local elections; and (c) the proposed abolishment of 17 positions (6 P-4 and 11 P-3) in the Electoral Assistance Division. The variance is offset in part by additional requirements for salaries, including post adjustment, and common staff costs for international staff, pursuant to the approval by the General Assembly, in its resolution 63/250, of new contractual arrangements under one set of Staff Rules effective 1 July 2009.

145. The cost estimates include provisions for 16 new temporary positions (1 USG, 1 ASG, 2 P-5, 1 P-4, 3 P-3, 3 Field Service and 5 national General Service) for the Office of the Special Envoy of the Secretary-General on the Great Lakes Region.

	Variance	
Government-provided personnel	$841.0	— %

- **Management: increased inputs and same outputs**

146. The new provision reflects resource requirements for 14 Corrections Officers, who were previously included within the authorized strength of United Nations police.

	Variance	
Consultants	$596.4	775.6%

- **Management: additional inputs and outputs**

147. The variance is primarily attributable to the provision for 10 consultants (4 interpreters, 2 verbatim reporters, 2 translators and 2 technical support staff) for a four-and-a-half-month period in support of the Office of the Special Envoy of the Secretary-General on the Great Lakes Region.

	Variance	
Official travel	$3 777.0	60.0%

- **Cost parameters: implementation of new contractual arrangements**

148. The variance is mainly attributable to the impact of the implementation of new contractual arrangements pursuant to General Assembly resolution 63/250 on human resources management. With the elimination of mission subsistence allowances for international staff, international staff who travel within the mission area would be provided with the full rates of daily subsistence allowances applicable to their travel destinations, in lieu of the provision of applicable mission subsistence allowances until 30 June 2009.

149. As a result, the variance reflects the application of an estimated average daily subsistence allowance rate of $158 per day for all travel destinations within the mission area for the 2009/10 period, as compared to the estimated average of $74 per day related to the accommodation portion of the mission subsistence allowance rates in the 2008/09 period. Moreover, the additional requirements include the provision for travel and related costs for the staff of the Office of the Special Envoy of the Secretary-General on the Great Lakes Region.

	Variance	
Facilities and infrastructure	$38 260.3	40.7%

- **Management: additional inputs and outputs**

150. The variance results primarily from: (a) additional requirements for hardwall and softwall prefabricated facilities, generators, water purification equipment, water and septic tanks, fuel tank and pumps, rental of premises, utilities, maintenance services, security services, construction services, spare parts and supplies, field defence supplies, petrol, oil and lubricants and self-sustainment requirements related to the deployment of 3,085 additional military and formed police personnel; (b) additional requirements for the alteration of newly acquired prefabricated facilities and rehabilitation and maintenance of airfield to enhance air safety and increase capacity for larger aircraft; and (c) additional requirements for petrol, oil and lubricants, owing to an increase in the average cost of diesel fuel from $0.95 per litre in 2008/09 to $1.05 in 2009/10. The additional requirements also include provisions for the rental of premises, utilities, alteration and renovation, security services and maintenance supplies and services for the Office of the Special Envoy of the Secretary-General on the Great Lakes Region in Nairobi.

	Variance	
Ground transportation	$18 055.1	86.8%

- **Management: additional inputs and outputs**

151. The additional requirements relate primarily to: (a) the replacement of 259 vehicles of various types in accordance with the standard replacement cycle; (b) the acquisition of 140 new light and heavy vehicles, of which 83 vehicles will be in support of the additional 3,085 military and formed police personnel, and 48 vehicles will be for reserve requirements, in accordance with standard guidelines;

(c) an increase in the average cost of diesel fuel from $0.95 per litre in 2008/09 to $1.05 per litre; and (d) the provision of petrol, oil and lubricants to support to FARDC joint operations and training ($443,200 in 2009/10 compared to $148,600 in 2008/09).

	Variance	
Air transportation	$22 915.9	8.4%

- **Management: additional inputs and outputs**

152. The variance results primarily from the provision for 2 additional C-130 Hercules fixed-wing aircraft and 18 additional MI-17 rotary-wing aircraft and an additional 353 flight hours for an HS-125 Learjet, which are related to the deployment of the additional 2,785 military contingent personnel. The additional requirements are offset in part by the exclusion of dedicated aircraft (29 helicopters and 6 fixed-wing aircraft) deployed in the 2008/09 period in support of the conduct of local elections. The provision also includes requirements for 147 flight hours for the regional travel of the Special Envoy for the Secretary-General on the Great Lakes Region. The estimates include a provision of $13,197,000 for 960 fixed-wing flight hours in support of joint operations with FARDC and the training of FARDC personnel.

	Variance	
Communications	$10 245.6	31.3%

- **Management: additional inputs and outputs**

153. The variance is primarily attributable to increased requirements for the provision of very high frequency (VHF)/ultra-high frequency (UHF) radio equipment, satellites and telephone equipment and commercial communication services in support of the additional 3,085 military and formed police personnel.

	Variance	
Information technology	$3 634.5	40.2%

- **Management: additional inputs and outputs**

154. The variance is mainly attributable to: (a) the acquisition of 369 items of equipment in support of the additional 3,085 military and formed police personnel, including computers, printers, servers, digital senders, network routers and firewalls; (b) the replacement of 1,752 items of aged/damaged equipment in 2009/10, as compared to 1,441 items in 2008/09; and (c) requirements for 8 additional contractual technicians to enhance support to various field offices and to the additional military and formed police personnel.

	Variance	
Medical	($1 408.7)	(7.4%)

- **Management: reduced inputs and same outputs**

155. The variance relates primarily to reduced requirements for medical services based on recent expenditure patterns. The estimates include a provision of $716,520 in support of joint operations with FARDC and training activities in support of FARDC.

	Variance	
Special equipment	$375.1	5.6%

- **Management: additional inputs and outputs**

156. The variance is mainly attributable to additional requirements for self-sustainment, resulting from the temporary increase of military and formed police personnel.

	Variance	
Other supplies, services and equipment	$15 610.1	118.7%

- **Management: additional inputs and outputs**

157. The variance is primarily attributable to the provision of rations for 19,920 FARDC troops for an eight-month period during joint operations with FARDC and rations for 16,800 FARDC troops for a four-month period during training activities in support of FARDC, in the total amount of $15,344,200.

IV. Actions to be taken by the General Assembly

158. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $1,423,169,600 for the maintenance of the Mission for the 12-month period from 1 July 2009 to 30 June 2010;**

(b) **Assessment of the amount of $711,584,800 for the period from 1 July to 31 December 2009;**

(c) **Assessment of the amount of $711,584,800 for the period from 1 January to 30 June 2010, at a monthly rate of $118,597,467, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 61/276 and 62/256, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the Mission's budget and its implementation, including those related to operational costs (para. 2).	The most significant management decisions are reflected in section I.B of the report.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	The present report contains information on management improvements and efficiency gains; future strategies include the rationalization of transport and movement of cargo by increasing surface transport, where feasible.
Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	The cost estimates are based on budgetary assumptions that are refined to reflect the most realistic vacancy rates, delayed deployment factors and ratios.
Improve control over obligations owing to the significant increase in the cancellation of prior-period obligations (para. 6).	MONUC has improved its control of obligations through monthly reviews of outstanding obligations and liquidates those that are no longer required.
Section III: results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	The support component is represented in the in-mission planning team, which contributes to the Mission's strategic planning in accordance with the integrated mission planning process. The resulting military and civilian substantive concepts of operations and associated administrative support are reflected in the results-based budgeting frameworks in the present report. Close linkage with the ongoing phases of strategic planning and implementation will continue to be maintained during the 2009/10 budget process.

Section VII: staffing, recruitment and vacancy rates

Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	The greater use of national staff is an integral part of the Mission's long-term exit strategy; 13 posts were nationalized in the 2008/09 budget, and MONUC identified 4 posts for nationalization in the 2009/10 budget.
Ensure that vacant posts are filled expeditiously (para. 4).	In order to fill posts expeditiously, the Mission requires Programme Managers to identify more than one potential candidate who best meets the job profile and thus a rejection of offer by the preferred candidate does not necessitate repeating the recruitment exercise. The Mission has also established standing interview panels for critical vacancies in order to expedite the recruitment. In addition, the Mission has enhanced its International Recruitment Unit with the temporary deployment of staff from other areas of the Human Resources Section. It is also proposed to establish 2 posts of Human Resources Assistants (Field Service) to strengthen the Unit in the present report.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the Mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	This Mission is continuously reviewing its structure with a view to aligning human resources configuration to optimize operational efficiency. With the recent emphasis on stabilization of the country and extension of State authority, particularly in the eastern Democratic Republic of the Congo, the military and substantive component of the Mission has restructured with an augmentation of human resources in the east. The support functions have followed suit with further decentralization, migrating to a two-region concept and restructuring for optimal support in the east.

Section IX: training

Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	MONUC has been making an ongoing effort to increase the development opportunities for national staff. In the 2007/08 period, the national staff accounted for 38 per cent of internal training compared to 22 per cent for the 2006/07 period. In the 2008/09 period and in the proposed 2009/10 budget, emphasis is placed on capacity-building for national staff.

Section XIII: air operations

Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	The formulation of resource requirements for air operations has been improved in the present report to reflect actual operational requirements. The key element of overbudgeting was non-acquired goods and services owing to the lengthy procurement process; as a result, the Mission eliminated certain non-essential requirements, such as police helicopters.
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	The Mission established an extensive air operations network to support its mandate and military operations, since logistical operations are constrained by limited infrastructure, almost non-existent roads, transport facilities and ill-equipped and ill-maintained waterways which are not suitable for transportation of non-urgent cargo. Therefore, fixed-wing operations for the movement of heavy, medium and light cargo, as well as the movement of troops, police units and civilian personnel, will continue, accomplishing additional special flight tasks such as medical evacuation/casualty evacuation, VIP transport and liaison flights for the Mission and other United Nations funds and programmes. Furthermore, operating under a Chapter VII mandate means that MONUC may take necessary action in the deployment of its infantry battalions and within its capabilities to protect personnel, facilities, installations and equipment, as well as civilians under imminent threat of physical violence. The mandate also ensures security and freedom of movement of MONUC personnel. Consequently, the establishment and integration of military aviation units with civilian operations was a critical development.
Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	The Quality Assurance and Standards Unit conducted quality assurance internal audits in the air regions of Entebbe, Bunia, Kinshasa and Kisangani. Findings of these audits were communicated to the air regions, ensuring the compliance with the United Nations Headquarters Aviation Manual.

Section XIX: quick-impact projects

Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	The direct overhead costs for the quick-impact projects in 2007/08 relates to one Associate National Programme Officer and one National Support Staff.

	The implementation of quick-impact projects throughout the country is supported by the existing mission personnel. A Civil Affairs Officer is the quick-impact projects Programme Manager who provides overall management, oversight and supervision of the Mission's Quick-impact Projects Programme.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	The request for funding for quick-impact projects for the current and past two financial periods were formulated on the basis of a study of prior years' quick-impact projects funds utilization and needs assessment held during monitoring missions with Heads of Officers and sections hosting quick-impact projects. A performance analysis of quick-impact projects from prior years was undertaken in September 2008 by the Mission. The needs assessment based on the performance analysis is contained in paragraphs 135 and 136 of the present report.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	The Office for the Coordination of Humanitarian Affairs or UNDP is invited to the Project Review Committee meetings. The Mission is represented at Project Review Committee meetings by the Civil Affairs Section and the Civil-Military Coordination Officer as a link to the humanitarian and development partners.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	Civil Affairs Officers are members of cluster committees and observers in the pool fund, ensuring that there is no overlap of activities between the Mission and humanitarian/development partners. The Project Review Committee often refers proposals of a humanitarian and development nature to United Nations funds and programmes, bilateral donors or other partners present in the sector for their funding consideration.
Section XXI: regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	The establishment of a stable security environment in the Democratic Republic of the Congo has notable regional implications. In this connection, MONUC will continue to maintain liaison offices in Pretoria, Kigali and Kampala, and has established a dedicated regional relations capacity with the Political Affairs Division. The Special Representative of the Secretary-General continues to promote periodic meetings with neighbouring peacekeeping missions, special political missions, and integrated offices in the Sudan, Chad, the Central African Republic and Burundi. The Mission, with the other signatories, will also facilitate and monitor the implementation of the Nairobi Joint Communiqué of 9 November 2007. Initiatives will be continued to promote the use of the Entebbe Support Hub as a shared resource for other United Nations operations in the region.

Section XXII: partnerships, country team coordination and integrated missions

Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	In the light of an eventual drawdown and transfer to a post-peacekeeping United Nations presence, MONUC, through its Integrated Office, has incorporated its plans and activities into the country assistance framework, a common strategic framework incorporating the United Nations country team, international financial institutions and 19 bilateral donors into a common strategic approach for assistance to the Democratic Republic of the Congo under the aegis of the national Poverty Reduction Strategy Paper for 2007-2010 and the associated government programme. The integrated mission planning cell was established in 2008/09 pursuant to the integrated mission planning process, with the aim of intensifying coordination with the United Nations country team, preparation and management of the MONUC mission implementation plan, the establishment and tracing of the benchmarking system in the light of the Mission's eventual downsizing, transition and handover to a post-MONUC presence in the Democratic Republic of the Congo.

(Resolution 62/256)

Decision/request	*Action taken to implement decision/request*
The Assembly requested the Secretary-General to make every effort to fill all vacancies in the Child Protection Section (para. 11).	In order to meet this requirement, the Mission has focused resources on the expeditious recruitment for the Child Protection Section. The effort has resulted in the recruitment of a total of 4 P-3 officers (2 on board and 2 under recruitment) in addition to 1 P-2 officer. However, the Mission has experienced challenges in identifying a sufficient number of candidates with the requisite profile, particularly in respect of French language skills. Nonetheless, this shortcoming has been brought to the attention of United Nations Headquarters, and there is a concerted effort under way to identify additional candidates with the appropriate profile.
The Assembly noted with concern that the Mission continues to experience high vacancy and staff turnover rates, and urges the Secretary-General to ensure the expeditious recruitment for all positions to ensure mandate delivery, including for the upcoming elections (para. 12).	The current high vacancy rate is partly attributable to the significant number of general temporary assistance positions for electoral support. MONUC has also experienced a high turnover of staff, with most leaving for the newly established neighbouring missions.

	However, significant progress has been made in the recruitment of electoral staff (51 out of a total of 84 authorized international posts/positions and 3 out of a total of 47 authorized national posts have been encumbered as at 1 March 2009). The Mission is confident that measures to enhance the Mission's recruitment capacity will result in a significant reduction in the vacancy rate.
The Assembly underlined that the temporary positions required for the local elections shall serve solely for that purpose and that the deployment shall be aligned to the schedule of the election (para. 17).	The requirement to update the voters' registration has pushed polling to mid-2009, and operations for the voter registration update were launched on 5 August 2008. The MONUC Electoral Assistance Division provides full support to this process, albeit with a smaller number of staff than was originally budgeted for the support to polling. The deployment reflects the launch of the voter registration update.
The Assembly requested that the Secretary-General ensure close coordination with the United Nations country team in order to ensure integration of efforts in the support of the forthcoming local elections in the Democratic Republic of the Congo (para. 18).	The MONUC Electoral Assistance Division has undertaken systematic consultations with the United Nations country team through the United Nations Development Programme/Projet d'Appui au Cycle Electoral (PACE) project. The Division and PACE project work closely and define common strategies on their support to the local elections process, including a long-term capacity-building approach. The Electoral Assistance Division is also organizing joint meetings and progress reviews so as to ensure ongoing coordination between the Mission, the United Nations country team and all the partners. In addition, the Division has held a series of consultations and meetings with the United Nations country team on cross-cutting issues linked to the electoral process, such as gender and security, and a joint project on dispute resolution mechanism.

B. Advisory Committee on Administrative and Budgetary Questions

(A/62/781/Add.8)

Request/recommendation	*Action taken to implement request/recommendation*
The associated costs of MONUC support to the elections are estimated at $88,269,800 (see annex III of the report). The Committee was informed that the relevant provisions in the proposed budget for 2008/09 were predicated on the assumption that the elections would be held in the second half of 2008 and that a delay would have an impact on financial and human resources and operational requirements for the 2008/09 period. The Advisory Committee expects that the Secretariat will monitor developments and that the expenditure of such resources will be closely aligned with the objective of carrying out the elections (para. 17).	Due to the necessity to add the phase of voter registration to the electoral process, the election was postponed to mid-2009. The objective of carrying out the elections required MONUC to build up its operational capacity in order to provide the necessary support for this complex and sensitive exercise. Needs and expenditures are being closely monitored, including through weekly meetings with all relevant MONUC sections and United Nations partners, daily meetings on procurement, bimonthly reports to the partners on the progress of the electoral process.
As noted in the report on the proposed budget for MONUC (A/62/755, para. 6), the Mission has reviewed its organizational structure and, as a result, has decided to consolidate its three regional offices into two. The regional office for the western region will still be located in Kinshasa and the regional offices for the eastern region, which had been in Bukavu and Bunia, will now be consolidated and located in Goma. The Advisory Committee was informed that the intention was to strengthen the decentralization in the eastern part of the country. The Advisory Committee requests that the Secretariat closely monitor the impact of the restructuring on the Mission's implementation of its mandate and report thereon in the next budget submission for MONUC, including efficiencies achieved and economies realized (para. 19).	Decentralization is being achieved with Goma being a location of prime importance to the planned activities in the eastern Democratic Republic of the Congo. These activities are oriented primarily to support the Peace Accords signed in January 2008 and the Amani process and have involved not only a large-scale movement of MONUC troops, but of FARDC as well. In addition, the substantive offices have been augmented in Goma to be in closer proximity to their client bases. Decentralization of the Mission Support Division resources to the east has facilitated direct support to the Mission's troops and the substantive offices by better coordination and responsiveness.
The Advisory Committee notes with concern that, as indicated in paragraph 132 of the proposed budget, MONUC continues to experience high staff turnover rates, with approximately 25 staff members leaving the Mission every month, as compared to a recruitment rate of approximately 30 new staff per month.	MONUC will work closely with the Secretariat to develop and implement a comprehensive human resources plan in order to attract and retain the best qualified and most experienced staff members.

The Advisory Committee emphasizes the need for the Secretariat to work closely with the Mission to recruit and retain staff. In this connection, the Committee requests the Secretariat to prepare a full analysis of the underlying causes of the high rate of staff turnover in this and other missions so that the General Assembly may take this into consideration in its ongoing discussions on human resources management at the main part of its sixty-third session.

The Committee stresses once again that, in recruiting new staff, emphasis should be placed, inter alia, on the recruitment of candidates that meet the linguistic requirements of the Mission (A/62/781, para. 35). The Committee notes, in this connection, that MONUC continues its efforts to identify French-speaking candidates, but with minimal outcome, as it competes with other missions based in French-speaking countries, including the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Operation in Côte d'Ivoire (UNOCI) and MINURCAT (see A/62/755, sect. V.B). The Committee encourages the Secretariat and the Mission to make greater efforts in this regard (para. 23).

A total of 417 general temporary assistance positions are proposed to support the local elections. Of these, 363 are new positions (93 international, 108 national and 162 United Nations Volunteers). The Advisory Committee points out that there will be a continuing need for national capacity in the holding of elections and, in this regard, stresses the need for enhanced capacity-building. The activities associated with the holding of the local elections and the staff hired to support them can be considered as contributing to the building of such national capacity. The Advisory Committee therefore has no objection to the establishment of the additional 363 temporary positions requested to support the local elections. The Committee expects that the timing of the deployment of such personnel will take into account the situation as it evolves (see para. 17 of the report) (para. 26).

Capacity-building is central to all aspects of the electoral assistance.

The Electoral Division has provided its support in the past by fully integrating national and international staff, and responsibilities are gradually being transferred to the national counterparts.

Enabling the Independent National Electoral Commission, the institution in which national capacity in the holding of elections will reside, to organize future elections with much reduced assistance is an explicit objective of the work of the Electoral Assistance Division. Fifty-one out of a total of 84 authorized international posts/positions and 3 out of a total of 47 authorized national posts have been encumbered as at 1 March 2009.

The establishment of a Strategic Planning Cell is proposed, to be comprised of a Senior Planning Officer (P-5) redeployed from the Political Affairs Division, two Planning Officers (P-3) and an Administrative Assistant. As indicated in the proposed budget (A/62/755, para. 16), pursuant to Security Council resolution 1756 (2007), MONUC will need to realign its activities and develop benchmarks and an indicative timeline for its gradual drawdown (para. 27).

In connection with the establishment of the Strategic Planning Cell, the Advisory Committee acknowledges the requirement for the Mission to enhance coordination and realign its activities with the country team in this transitional phase and does not therefore object to designating an entity in the office of the Special Representative of the Secretary-General for this important function.

Accordingly, the Committee recommends approval of the establishment of the Strategic Planning Cell and the related staffing proposals. The Committee expects that the Secretary-General will inform the General Assembly, in the context of the next budget submission for MONUC, of the contribution made by the Cell to addressing the needs set out in paragraph 16 of the proposed budget for 2008/09 (para. 28).

Pursuant to Security Council resolution 1756 (2007), the Strategic Planning Cell was established in 2008 with a P-5 (Head of the Strategic Planning Cell) and is in the process of recruiting two P-3s and one administrative assistant, with the aim of meeting the needs of realigning missions activities and developing benchmarks as well as an indicative timeline for the Mission's gradual drawdown. In this connection, the Mission is implementing the United Nations integrated mission planning process, which includes intensified coordination with the United Nations country team, for its strategic planning and the formulation of the results-based-budgeting frameworks for the MONUC budget process.

The Cell is sustaining this pro[illegible]hich involves ongoing reviews, updates an[illegible]l planning and restructuring for the remai[illegible]e Mission. The head of the Planning Cell, w[illegible] w[illegible]ruited in January 2008, was deployed to Goma i[illegible]east with the Chief of Staff to establish the necessary structures and to coordinate mechanisms for the implementation of the Security and Stabilization Support Strategy and to facilitate and monitor the implementation of the actes d'engagement and Nairobi Communiqué. Coordination structures such as integrated mission planning teams in provincial and regional levels were created in the five provinces included in the Strategy (North Kivu, South Kivu, Ituri, Maniema and Northern Katanga) with the participation of United Nations funds and programmes, which are part of the implementation of the Strategy. The implementation of the stabilization project as part of the strategy began in January 2008, with projects by the United Nations Office for Project Services on the road infrastructure and the establishment of State authority.

The head of the Planning Cell was brought back to the Mission headquarters by July 2008, with the aim of starting the preparations for the results-based budget framework for the 2009/10 period, as well as the preparation of the mission implementation plan. The plan has already been prepared and is under consideration for approval by the Mission senior management.

	The developed mission implementation plan, which is an integrated plan, incorporates the military, police, substantive and support components of the Mission and ensures that the Mission planning process is in compliance with the United Nations integrated mission planning process and is linked to the Mission budget, including its results-based budgeting frameworks. The next step for the planning team is to establish benchmarks for the Mission's withdrawal phase, follow up on the implementation of the mission implementation plan and sections' plan of action, and map the capacity of stakeholders, who will have an important role in the transition phase of peace consolidation, in different thematic areas for an eventual handover and realignment of the activities with the United Nations country team.
The Advisory Committee notes that the Conduct and Discipline Team currently consists of 13 staff. In the Committee's view, it is logical to move some conduct and discipline personnel to the east together with the staff and contingent personnel being redeployed. Accordingly, the Advisory Committee recommends that some existing staff of the Conduct and Discipline Team be redeployed to Bunia, Goma and Bukavu. Should a need for additional conduct and discipline staff subsequently arise, it should be requested and fully justified in the next budget submission. The Committee therefore recommends against the request for three temporary positions (para. 37).	The Conduct and Discipline Team has already moved 4 of its 13 authorized posts to new offices in Goma, Bunia and Bukavu. The Internal Audit Report on Conduct and Discipline dated 13 February 2009, entitled "Audit of Conduct and Discipline", recommended that additional posts for trainers be appropriated in the new budget as there were delays in the provision of conduct and discipline briefings to newly recruited and existing personnel. This lack of adequate training capacity in the team was considered as high risk to the Organization. The present report contains the proposal to establish three additional posts at the P-4 level.
With a view to decentralizing some key financial services to the regions and strengthening the management of those activities, the Secretary-General proposes the establishment of 20 new posts in the Finance Section. While the Advisory Committee concurs with the proposed establishment of the posts, it requests that the Secretariat closely monitor the impact of the decentralization of the financial services concerned and report thereon in the next budget submission for MONUC (see also para. 19 of the report) (para. 38).	The decentralization of the Finance Section Services has had a positive impact in the support of the mission mandate, particularly in terms of expedited services to the mission personnel and clients in the field offices. Without decentralization in a large territory without functioning infrastructures such as banks, roads, rails or telephones, it would be time consuming to get all services rendered from Mission Headquarters. Supplies and services are now being purchased and paid for within minimal time, and staff payroll is prepared and paid for at the regional and sector offices levels.

The Advisory Committee supports the strengthening of Integrated Support Services as proposed by the Secretary-General in the proposed budget (A/62/755, paras. 87-124). In this connection, the Committee expects that assets management at MONUC will be improved in line with the recommendations made by the Board of Auditors in this regard (see A/62/5 (Vol. II) and A/62/823, para. 7) (para. 39).

MONUC completed physical inspection of Mission assets on 31 December 2008. The percentage of assets that were located during the inspection has increased to 99.6 per cent, while 176 assets with inventory value of $0.69 million could not be located. The Mission is currently following up on this issue through monthly discrepancy reports to reconcile the inventory.

Training and official travel

Upon enquiry, the Advisory Committee was informed that the significant increase in the proposal for training for 2008/09 was due mainly to the fact that training activities had been curtailed in the past two years because of the heavy involvement of MONUC personnel in election-related activities. The Committee points out that the organization of the local elections that are to take place during the coming financial period will be more complex than the national elections held in previous financial periods (A/62/781/Add.8, para. 16). It therefore appears unlikely that the Mission will be able to resume deferred training programmes. The Committee was also informed that the increase in training-related travel was primarily attributable to a need to train new staff as the result of the high rate of turnover (para. 43).

MONUC acknowledges that internal training (on-site) is more cost effective than external training. Thus, the Mission has allocated proportionately more funds for training programmes that will be delivered on site in the training budget for the 2009/10 period.

The Mission is also exploring the possibility of expanding the training facilities in the Entebbe logistics hub to include joint training programmes with other missions in the region, such as UNAMID, UNMIS, BINUB and MINURCAT. Some inter-mission training programmes have already been conducted and planned, resulting in significant savings.

The Advisory Committee encourages the Mission to carry out necessary training on site or regionally to the extent possible (para. 44).

Air transportation

Estimated requirements for air transportation amount to $274,082,900, an increase of $43,529,700, or 18.9 per cent, over the apportionment for 2007/08. As noted in paragraph 157 of the proposed 2008/09 budget, the variance is primarily attributable to the deployment of 6 additional fixed-wing aircraft and 29 additional helicopters that will be required to transport electoral equipment and materials, personnel and observers to electoral sites. The estimates also include a provision of $5,432,600 for 1,800 helicopter flight hours in support of FARDC in joint operations with MONUC. The Advisory Committee recommends approval of the estimated requirements for air transportation, noting, however, that changes in the electoral timetable could have an impact on those requirements (see A/62/781/Add.8, para. 17) (para. 86).

MONUC will ensure that the amount allocated for the elections will be closely monitored and applied when deemed appropriate.

Fuel management

Upon enquiry, the Advisory Committee was informed that the Mission had limited fuel storage capability and that it was increasingly relying upon contractors to transport and store fuel, although a number of locations in remote areas without any vendor facilities continue to be serviced entirely by the Mission. The Advisory Committee urges the Mission to continue to monitor the fuel management chain and to pursue the most efficient and cost-effective solution to the transport of fuel (see A/62/781, para. 47) and to take measures to mitigate any associated risks (see A/62/781, para. 47) (para. 89).

MONUC has embarked on the transportation of fuel by road and barge to most isolated locations without reliable vendor support wherever possible. In addition, options are constantly being explored to increase the number of locations serviced by road, barge and rail. The Mission plans to acquire five portable ISO tanks for this purpose in 2008/09 and 10 more tanks have been budgeted for in 2009/10.

In order to mitigate the risk of frequent interruption in the supply chain of fuel vendors, the Mission has been increasing its storage capacity in major locations and in those without adequate vendor support.

Furthermore, the Mission is in the process of establishing a reserve stock of fuel in some selected locations. The stock should be sufficient to meet the Mission's fuel operational requirements for a total period of 30 days and be stored by contracted vendors accessible to the Mission at all times.

Public information

The Advisory Committee notes that budgeted voluntary contributions of $3,426,900 are included in the estimates for 2008/09 (see A/62/755, sect. II.B) relating to a contribution from the Fondation Hirondelle in support of MONUC radio broadcasting services.

The Advisory Committee stresses the importance of public information and outreach activities to the effective conduct of local elections and notes the significant role that Radio Okapi, which is jointly managed by MONUC and the Fondation Hirondelle, can play in this regard (para. 50).

Budgeted voluntary contributions of $4,953,900 relating to a contribution from the Fondation Hirondelle are included in the estimates for 2009/10.

C. Board of Auditors

(A/62/5 (Vol. II))

Request for recommendation	Action taken to implement request/recommendation

Indicators of achievement

Indicators of achievement on at least two components were not measurable. As such, there was the risk that progress made in attaining the expected accomplishment could not be effectively monitored. The Board reiterates its previous recommendation that the Administration ensure that all indicators of achievement and outputs for the results-based budgeting framework are clear and measurable, and that they include baselines and targets for the current and the ensuing financial year in order to facilitate monitoring and reporting (paras. 79 and 80).

In addition to issuing guidelines on results-based budgeting framework, MONUC conducted one workshop to guide programme managers on the results-based budgeting framework methodology. The requirements in formulating the frameworks that are specific, measurable, realistic and time bound were emphasized during the preparation of the 2009/10 budget.

Portfolio of evidence

There was no formal information-gathering system in place to record, on a regular basis, actual performance based on the results-based budgeting format. The Board recommends that the Administration ensure that: (a) all performance results are properly substantiated by documented proof of output; and (b) information contained in the portfolio of evidence is certified as correct by the cost centre managers and validated on a test basis by the Office of Internal Oversight Services (paras. 83 and 84).

All programme and cost centre managers were required to compile a portfolio of evidence and to certify the information provided in the performance report for the 2007/08 period.

Receivables/payables

Outstanding accounts receivable were not actively monitored, as required in paragraph 10 of the Field Finance Procedure Guidelines. Of the $4.22 million in receivables as at 30 June 2007, amounts totalling $0.819 million had been outstanding for more than one year. This represented a 9.65 per cent increase from the $0.747 million in 2005/06. The Board recommends that MONUC implement the necessary controls to monitor effectively the collection of outstanding receivables (paras. 91 and 92).

A special task force within the Finance Section, comprising the Chief Finance Officer, the Chief of Accounts and one Finance Assistant, has been established to review and monitor accounts receivable on a monthly basis.

The beginning balance of $4.22 million has been reduced to $3.75 million as at the end of 30 June 2008, representing an 11 per cent decrease in the receivable balances.

Cases totalling $44,813.63 have been submitted to the Controller for write-off, and $26,469.78 pertaining to military personnel has been forwarded to the concerned Permanent Missions in New York through Headquarters for collection.

Stock levels

Stock levels were not determined for spare parts, and the order alerts functionality in the Galileo database was not utilized to ensure that scheduled replenishment procedures were in place. In addition, Galileo did not generate a demand history of inventory items to support the determination of inventory levels. The Administration agreed with the Board's reiterated recommendation that it implement an effective system of inventory management, especially with regard to stock levels, lead times for the replenishment of stocks and reorder quantities (paras. 107 and 108).

This observation is noted. It is important to note that the order alert functionality in Galileo is a manual, not an automated, process. Considering the large volume of expendables in any mission, especially spare parts, a manual computation of the reorder point for each separate stock line is not practical. As this is a global issue, it is best addressed at the Headquarters level.

Physical count and inventory records

There were discrepancies between the physical quantities and those recorded in Galileo due to issuances of spare parts which had not been promptly recorded. The physical locations of some spare parts also did not match those shown in Galileo. The Board recommends that the above missions: (a) conduct a physical inventory of all expendable property at all locations and reconcile the discrepancies between the physical counts and the quantities recorded in the Galileo system; (b) update the Galileo system promptly whenever there are inventory movements; and (c) ensure that the locations of inventories as recorded in Galileo agree with the actual physical locations (paras. 112 and 116).

MONUC completed physical inspection of Mission assets on 31 December 2008. The percentage of assets that were located during the inspection has increased to 99.6 per cent, while 176 assets with an inventory value of $0.69 million could not be located. The Mission is currently following up on this issue through monthly discrepancy reports to reconcile the inventory.

Non-expendable property

The Board recommends that the Administration expedite the review of non-expendable property at all missions to ascertain the realistic quantities that should be held and take appropriate measures to redeploy surplus assets to other missions in need of them or to UNLB, or to dispose of them (para. 123).

Implemented. Assets identified as possible surplus including some serviceable assets in unit stock for more than six months have been declared as surplus in the Galileo inventory management system.

In addition, write-off has been initiated for unserviceable assets in stock.

Write-offs and disposal

Delays were noted in the disposal process, ranging from 122 days (4 months) to 1344 days (45 months) from the dates of approval of write-offs to the dates of the actual disposal. The Board recommends that MONUC identify the causes for the delays in the disposal of non-expendable property and take appropriate measure to expedite such disposal (paras. 134 and 135).

The Property Disposal Unit has achieved a significant reduction in the number of ageing assets recommended for disposal compared to the 2006/07 period. Part of the delays encountered previously could be attributed to the establishment of the Property Disposal Unit in 2006/07. In addition to handling disposal of assets, the Unit had to establish procedures and processes both internally and with external partners. In accordance with the data available in the Galileo write-off disposal module, the Unit now processes most assets for disposal in an expeditious manner within the six-month target.

Physical verification and recording

The report of the Property Control and Inventory Unit indicated that 818 items in use, valued at $4.85 million, could not be verified, while 512 items pending write-off, valued at $0.6 million, could not be found. The Board reiterates its previous recommendations that the Administration ensure that: (a) periodic physical verifications of non-expendable property at the various missions are carried out, (b) discrepancies are promptly investigated, and (c) corrective actions taken to avoid a recurrence (paras. 138 and 139).

Implemented. Physical inspection has been conducted by the Property Control and Inventory Unit every six months. MONUC completed physical inspection of the Mission assets on 31 December 2008. In addition, multi-user equipment and assets issued to contingents under the memorandum of understanding arrangement are verified every three months. Monthly discrepancy reports are sent to the Self-Accounting Unit and the Property Control and Inventory Unit to follow up on the progress of reconciliation on a weekly basis.

Procurement lead time

The Board noted that 246 purchase orders had been issued between 91 and 360 days after approval. The Board recommends that the Administration, in conjunction with MONUC, identify the causes for delays in the issuance of purchase orders and adopt measures to ensure that all purchase orders are issued within reasonable time after the approval of the related requisitions (paras. 183 and 184).

The main reason for delays in finalizing procurement actions is the chronic shortage of procurement staff. Recruitment efforts are ongoing, but MONUC competes with other missions and United Nations funds and programmes. The Procurement Section is currently in the process of recruiting a staff member to assist in creating systems and reports that will help monitor the procurement timelines.

Vendor performance and liquidated damages

The Board noted that performance bonds had not been obtained in eight cases reviewed. The Board recommends that the Administration ensure that, when executing contracts, all missions adhere strictly to the requirements of the Procurement Manual in respect of performance bonds and liquidated damages (paras. 200 and 203).

Fully implemented with all new contracts. Section 9.9.13 of the Procurement Manual does not make performance bonds mandatory, but it states that "it may be prudent". The decision to require performance bonds is based on risk assessment (cost against perceived risk) and contractors' reputation and experience. A procedure guideline was issued to all procurement staff in November 2007, clearly indicating the requirement of performance bonds, including handling of bonds and tracking of bond expiration dates.

Vendor performance reports

The Board recommends that the Administration take steps to ensure that all missions strictly comply with the requirements of the Procurement Manual dealing with the evaluation of vendor performance (para. 208).

MONUC ensures compliance with the requirement of vendor performance evaluations. Follow-ups are under way and reminders have been issued to the requisitioners on a case-by-case basis to conduct vendor performance evaluations.

Procurement staff and filing system

The vacancy rate in the Procurement Section was 27 per cent of the authorized strength as at 30 June 2007, compared to 18 per cent as at 30 June 2006. It was noted that inadequate staffing would compromise the Mission's capability to receive cost-effective and timely supply of goods and services. It was also noted that staff members had not been periodically rotated in order to prevent possible collusion with vendors. Some staff members had remained in the same position for more than seven years. In addition, the required filing system and retention policy regarding supporting documentation had not been observed. Ten recruitment files had also not been presented for audit.

A total of 7 posts (2 P-4 and 5 P-3) have been encumbered. Interviews for the posts of the Chief Procurement Officer (P-5) and a Procurement Officer (P-3) were completed and the approval process of the selected candidates is in progress. In addition, recruitment efforts are ongoing for 3 posts (2 P-3 and 1 FS).

New procedures have been implemented to ensure filing of procurement cases. Detailed guidelines and instructions were issued in November 2007. The Director of Mission Support has instructed the Chief of Integrated Support Services to provide dedicated space for procurement-related files.

The Board recommends that the management of MONUC take measures to: (a) fill all vacant posts in the Procurement Section; (b) implement a rotation plan for all procurement staff; and (c) improve the documentation and filing system (paras. 217 and 218).

Reassignment of staff between missions cannot be implemented under the current Human Resources rules other than by time-consuming recruitment efforts. It should be noted that the United Nations has established a mobility policy (under ST/AI/2002/4, as amended by ST/AI/2005/8) applicable to United Nations staff in established duty stations that requires staff to have lateral moves to new duty stations or duties within specified numbers of years. This mobility policy could be made applicable to field missions, especially to staff performing the procurement function.

Storage of rations

Adequate records had not been maintained to track, on a daily basis, the temperature of rations kept in storage by military contingents, as required by paragraph 2.9.79 of the Operations Support Manual and paragraph 98 of the Mission's standard operating procedures. The Board recommends that MONUC, in conjunction with military contingents and formed police units, ensure that: (a) daily checks are made to ensure that rations are stored at the required temperature; and (b) adequate records are maintained of such daily checks (paras. 233 and 234).

As at the end of July 2008, approximately 90 per cent of the contingents had thermometers installed and records are kept for approximately 60 per cent of the contingents. To date, 65 per cent of the storage sites have been visited in South Kivu, and there are plans to visit the site in North Kivu.

The current number of personnel (7 Food Inspectors and 1 Military Supply Officer) is not adequate to perform daily checks across the Mission. The current troop feeding strength is 17,339, while rations are supplied from 7 warehouses to 67 base locations, which makes it difficult to perform mission-wide daily checks.

Aircraft passengers

Of the 1,142 passengers carried on the 15 return flights sampled, 341 had been recorded or classified as non-United Nations personnel. The Board is of the view that the number of flights might be reduced if restrictions were placed on non-United Nations personnel traveling on the Mission's aircraft. In addition, there was no effective mechanism in place for the partial or total recovery of costs in respect of non-United Nations personnel. The Board recommends that MONUC: (a) carry out an analysis to determine the extent to which a restriction in the use of its aircraft by non-United Nations personnel is likely to result in a reduction in the number of flights; and (b) consider the possibility of charging a partial or total cost recovery fee for the use of United Nations aircraft by non-United Nations personnel (paras. 262 and 263).

The Movement Control Section launched the electronic cargo movement request system (e-CMR), which tracks reservations, planning and the movement of passengers, resulting in an increase in passenger seat efficiency and a decrease in empty seats. This system also tracks the category of passengers: the Mission personnel and non-United Nations personnel.

Although the Mission agrees with the recommendation to place restrictions on non-United Nations passengers on routes provided by the national commercial operators, requests to travel on the Mission's aircraft increased following the recent air accidents.

The cost recovery of travel by non-United Nations passengers was recommended through the establishment of cost tables that show the cost of each route, which then could be included in the electronic movement of personnel system.

This would allow reports to be generated by category/organization and the cost in United States dollars for further application. However, the cost recovery for non-United Nations personnel is deferred pending further review.

Emergency response

The Board noted that emergency response plans for some airfields had not been updated. MONUC agreed with the Board's recommendation to expedite the updating of all emergency response plans on a regular basis (paras. 268 and 270).

Aviation Safety Unit has been implementing a series of exercises and at the same time updated emergency response plans for six airfields (Kananga, Mbandaka, Bunia, Bukavu, Kisangani and Kindu) during the 2008/09 period. The updating of the emergency response plans for all airfields has been completed except for Kinshasa, which will be implemented next.

Business continuity plan

The Mission's specific business continuity, or disaster recovery, plan was still being formulated. The absence of properly documented, communicated and tested plans is likely to compromise the ability of users to recover from major system disasters. In addition, the Mission had no policy or documented procedures in place with regard to the change management policy. The Board recommends that MONUC: (a) formally document and implement a specific disaster recovery plan; and (b) implement the change management policy (paras. 275 and 277).

MONUC has already complied with the Board's recommendations with regard to: (a) documented disaster recovery and business continuity plan since March 2008; and (b) the change management policy (inplemented since March 2008).

Access controls

The Board noted that password and logical access controls for the Windows operating system, the Sun system (financial applications) and the Galileo system (asset management applications) had not been strictly observed and there was therefore the risk of unauthorized access. The Board recommends that MONUC implement best practice as regards password and logical access controls by ensuring that passwords are alphanumeric (paras. 281 and 283).

MONUC strictly follows standards of the Sun system and the Galileo system required by the System Administrators. MONUC has also implemented the following:

(a) Revision of Information and Comnunications Technology (ICT) access control policy;

(b) Policy pertaining to user name andpassword;

(c) Windows password account and sceen lock out policy.

Human resources plan

The Board noted that human resources plans, including succession planning, were not yet in place. The Board reiterates its previous recommendation that missions, in conjunction with headquarters, develop and implement comprehensive human resources plans, as well as succession plans, to enable them to attract and retain suitably qualified and trained personnel (paras. 284 and 285).

The Mission plans to establish a Statistics sub-unit within the Recruitment Unit which is tasked to poduce various indicators concerning gender and geograpic balance and vacancy rates, which will be the basis of th Human Resources Action Plan and assist senior mnagement to make appropriate succession planning decions. Recruitment efforts will be monitored and enforced through specific targets for vacancy rates, ender and geographical diversity. Once the Statistics sub-unit is operational, monthly and quarterly reportswill be produced, and senior management will be rquested to provide action plans.

Vacancy rates

The overall vacancy rate as at 30 June 2007 was 9 per cent. However, vacancy rates in excess of 10 per cent existed for various categories of personnel. The Board also noted that there had been delays in filling posts, ranging from 6 to 16 months from the date of advertisement to the approval of appointment. The Board recommends that the Administration expedite the filling of vacancies at all missions (paras. 290 and 293).

Delays have been mainly subject to the unavailability of sufficient number of candidates available on the roster for some of the occupational groups, particularly for occupational groups for which French is a requirement. In addition, the pre-deployment mandatory training at the United Nations Logistics Base delays the arrival of selected candidates to the Mission, as there are only two training sessions held per month. Consideration is being given for the establishment of a regional pre-deployment training for UNAMID, MINURCAT, UNMIS, BINUB and MONUC, which is expected to speed up the deployment of new staff.

Gender balance

The Board noted that the overall gender ratio was 72:28, with the senior management level showing a ratio of 81:19. The Board recommends that the Administration continue to develop and implement strategies and targets in human resources plans with a view to achieving the 50/50 gender balance at all missions (paras. 299 and 302).

There is a continuing outreach effort to identify more qualified female candidates who could be placed on the available roster.

Electronic performance appraisal system

The Board noted that 9.6 per cent of the electronic performance appraisal system (e-PAS) submissions pertaining to regions 1 to 3, covering the period from 1 April 2006 to 31 March 2007, had not been finalized as at 31 August 2007. In addition, the e-PAS Performance Review Committee, which is required to review the consistency of the results of e-PAS among various sections, had not yet been established. The Board recommends that MONUC: (a) adhere to the deadlines set for the submission and finalization of performance appraisals by all staff members; and (b) establish a management review committee in compliance with the requirements of the Human Resources Handbook (paras. 304 and 305).

Appointments have been proposed for the management review committee in compliance with the requirements of the Human Resources Handbook, which was approved by the Mission's senior management.

There have been technical problems in some cases in the migration to e-PAS that are being dealt with at Field and Headquarters level. e-PAS training sessions have been offered to senior management and other levels at the Mission headquarters and the regions to emphasize procedure and consequences of non-compliance.

The Mission is considering the implementation of stand-down days, which would allow managers to focus on completing the appraisal in a timely manner.

Inter-agency coordination

The Board observed that there was no memorandum of understanding between the Mission and the other United Nations agencies for the use of common services for the purpose of ensuring cost recovery. The Board recommends that MONUC explore the possibility of having a cost-recovery system in place for common services involving other United Nations agencies and arrange for the necessary memorandum of understanding to be prepared and signed by all concerned parties (paras. 317 and 318).

The Operations Management Team together with the United Nations Development Programme has identified several operations fields for collaboration between the Mission and the funds and programmes. MONUC has prepared a draft memorandum of understanding for the provision of medical services, which has been submitted for legal review and presentation to the funds and programmes. As an interim measure pending finalization of the memorandum of understanding, a framework and standard operating procedures for the provision of medical services to the United Nations personnel have been established.

Project implementation

The Board noted that 78 of the 134, or 58 per cent, of quick-impact projects for the financial period 2006/07 had not been completed on time. Delays as at 31 August 2007 ranged from five to eight months.

The Board recommends that the Administration, in collaboration with the management at missions, develop strategies to ensure that: (a) quick-impact projects are completed within the agreed time frames; and (b) physical inspections are carried out periodically to ensure that the work undertaken is of an acceptable quality (paras. 334 and 338).

The Quick-impact Projects Unit provides implementation status report to all heads of Offices and quick-impact projects focal points by the seventh day of each month. The heads of Offices hold quick-impact projects monthly meetings to discuss implementation status of ongoing projects by the 15th of each month. Minutes of discussion, recommendations and required actions are prepared and followed up by hosting sections. All monitoring visits are to be documented. A monitoring template was designed to assist the hosting section to comply with this audit recommendation. Furthermore, technical staff from Administrative Services provides support, as needed (e.g. Engineering Section assists with mid- and final inspection of rehabilitation projects).

Audit Activities

In its previous report, the Board had noted that vacancies in the Resident Audit Section had contributed to the non-execution of planned audits. During the audit period, the Board noted that the situation had not improved in respect of MONUC. The vacancy rate within the Mission as at 30 June 2007 was 33 per cent. As such, high-risk areas, such as the audit of information and communication technology and the equally important audit of the portfolio of evidence in respect of the performance report, had not been undertaken. The Board recommends that the Office of Internal Oversight Services: (a) expedite the filling of all resident auditor posts to ensure effective internal audit coverage of all missions; and (b) carefully monitor the workplans of the resident audit service to ensure that audits are executed and finalized in a timely manner (paras. 343, 344 and 347).

The Office of Internal Oversight Services has filled all the vacancies in the Resident Audit Office in MONUC. As at 28 February 2009, the Resident Audit Office had one vacancy of Resident Auditor (P-3) as a result of staff resignation in January 2009.

Since the beginning of 2008, bimonthly reviews of the Peacekeeping audit workplan have been introduced to carefully monitor progress of assignments with the aim for them to be conducted and finalized in a timely manner.

D. Office of Internal Oversight Services

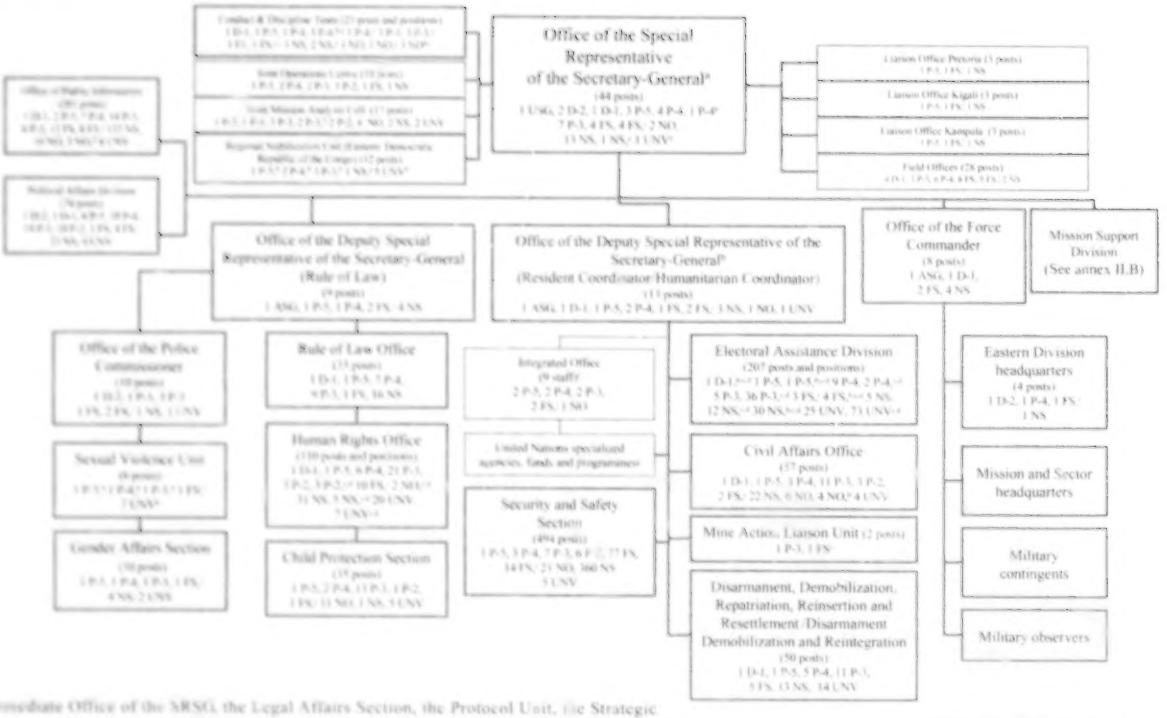
(A/62/281, Part II)

Request/recommendation	*Action taken to implement request/recommendation*
An audit of the provision of drinking water in MONUC showed that there were no clear administrative guidelines or policies for the distribution of drinking water to military personnel, and as a result, distribution practices were inconsistent. For example, in some locations military contingents were issued one bottle of water and three litres in bulk, while in other locations military contingents received only the bulk provision. Distribution of water among casual daily workers on Mission premises was also inconsistent. While those working outdoors or in airports received water, others did not. Although MONUC has prepared draft guidelines regarding the provision of water, the guidelines had not been finalized at the time of the OIOS audit. As such guidelines are critical in ensuring clarity with regard to entitlements, OIOS recommended that MONUC promptly finalize and issue them. The Mission agreed to issue the guidelines (para. 65).	A draft policy guideline has been prepared and is pending review by the Mission's senior management.

Annex I

Organization charts[a]

A. Substantive offices


Office of the Special Representative of the Secretary-General[b]
(44 posts)
1 USG, 2 D-2, 1 D-1, 3 P-5, 4 P-4, 1 P-4[c]
7 P-3, 4 FS, 4 FS, 2 NO
13 NS, 1 NS,[c] 3 UNV[c]
Liaison Office Pretoria (3 posts)
1 P-3, 1 FS, 1 NS
Liaison Office Kigali (3 posts)
1 P-3, 1 FS, 1 NS
Liaison Office Kampala (3 posts)
1 P-3, 1 FS, 1 NS
Field Offices (78 posts)
4 D-1, 1 P-5, 6 P-4, 8 FS, 5 FS,[c] 2 NS
Office of the Deputy Special Representative of the Secretary-General (Rule of Law)
(9 posts)
1 ASG, 1 P-5, 1 P-4, 2 FS, 4 NS
Office of the Deputy Special Representative of the Secretary-General[b] (Resident Coordinator/Humanitarian Coordinator)
(13 posts)
1 ASG, 1 D-1, 1 P-5, 2 P-4, 1 FS, 2 FS,[c] 3 NS, 1 NO, 1 UNV
Office of the Force Commander
(8 posts)
1 ASG, 1 D-1,
2 FS, 4 NS
Mission Support Division
(See annex II.B)
Office of the Police Commissioner
(10 posts)
1 D-2, 1 P-5, 3 P-3,
1 FS, 2 FS,[c] 1 NS, 1 UNV
Rule of Law Office
(33 posts)
1 D-1, 1 P-5, 7 P-4,
9 P-3, 3 FS, 16 NS
Integrated Office
(9 staff)
2 P-5, 2 P-4, 2 P-3,
2 FS, 1 NO
Electoral Assistance Division
(207 posts and positions)
1 D-1,[b,c] 1 P-5, 1 P-5,[b,c] 9 P-4, 2 P-4,[c]
5 P-3, 36 P-3,[c] 3 FS,[c] 4 FS,[b,c] 5 NS,
12 NS,[c] 30 NS,[b,c] 25 UNV, 73 UNV[c]
Eastern Division headquarters
(4 posts)
1 D-2, 1 P-4, 1 FS,[c]
1 NS
Sexual Violence Unit
(6 posts)
1 P-5,[c] 1 P-4,[c] 1 P-3,[c] 1 FS,[c]
1 UNV[c]
Human Rights Office
(130 posts and positions)
1 D-1, 1 P-5, 6 P-4, 21 P-3,
3 P-2, 3 FS-2,[c,d] 10 FS, 2 NO,[c,d]
31 NS, 5 NS,[c,d] 20 UNV,
7 UNV[c,d]
United Nations specialized agencies, funds and programmes[e]
Civil Affairs Office
(57 posts)
1 D-1, 1 P-5, 3 P-4, 11 P-3, 3 P-2,
2 FS,[c] 22 NS, 6 NO, 4 NO,[d] 4 UNV
Mission and Sector headquarters
Gender Affairs Section
(10 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS,[c]
4 NS, 2 UNV
Child Protection Section
(35 posts)
1 P-5, 2 P-4, 11 P-3, 1 P-2,
1 FS,[c] 11 NO, 1 NS, 5 UNV
Security and Safety Section
(494 posts)
1 P-5, 3 P-4, 7 P-3, 6 FS,[c] 77 FS,
14 FS,[c] 21 NO, 360 NS,
5 UNV
Mine Action Liaison Unit (2 posts)
1 P-3, 1 FS
Military contingents
Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement/Disarmament Demobilization and Reintegration
(50 posts)
1 D-1, 1 P-5, 5 P-4, 11 P-3,
5 FS, 13 NS, 14 UNV
Military observers
Total: 1,468

[a] Includes the immediate Office of the SRSG, the Legal Affairs Section, the Protocol Unit, the Strategic Planning Cell and the Security Sector Reform Unit.

[b] New post or position.

[c] Funded under general temporary assistance.

[d] Temporary electoral support positions.

[e] Redeployed.

[f] Funded by the United Nations Development Programme, the United Nations Development Group Office and the United Nations Country Team.

[g] UNDP, World Bank, UNESCO, UNICEF, UNOPS, ILO, FAO, UNFPA, OHCHR, UNHCR, IMF, Office for the Coordination of Humanitarian Affairs, WHO, UNAIDS, IOM.

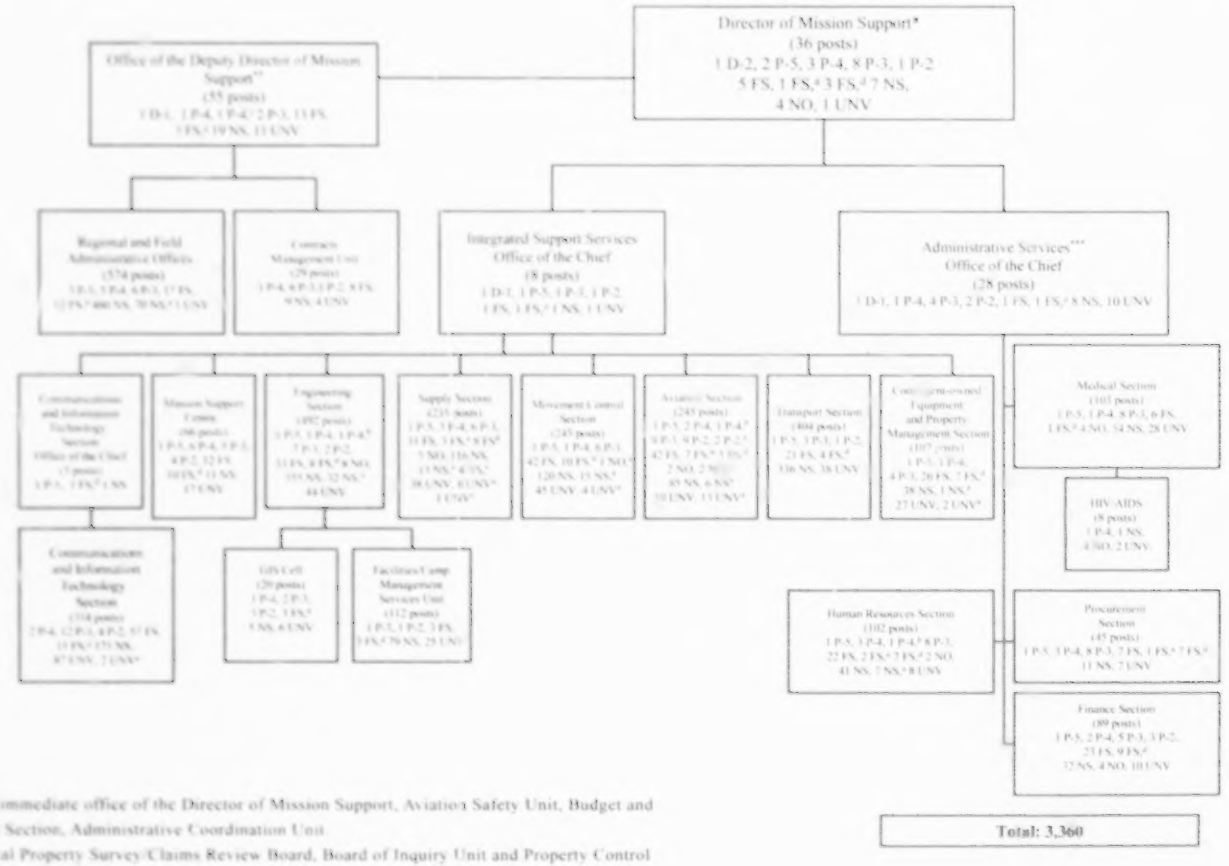
[h] Includes Quick-impact Projects Unit.

[i] Posts converted to the Field Service category.

Abbreviations:

FS – Field Service
UNV – United Nations Volunteers
NO – National Officer
NS – National General Service staff

B. Mission Support Division


Director of Mission Support*
(36 posts)
1 D-2, 2 P-5, 3 P-4, 8 P-3, 1 P-2
5 FS, 1 FS,[a] 3 FS,[d] 7 NS,
4 NO, 1 UNV
Office of the Deputy Director of Mission Support**
(55 posts)
1 D-1, 1 P-4, 1 P-4,[c] 2 P-3, 13 FS,
1 FS,[c] 19 NS, 11 UNV
Regional and Field Administrative Offices
(574 posts)
1 D-1, 3 P-4, 6 P-3, 17 FS,
12 FS,[a] 400 NS, 70 NS,[c] 1 UNV
Contracts Management Unit
(29 posts)
1 P-4, 6 P-3, 1 P-2, 8 FS,
9 NS, 4 UNV
Integrated Support Services
Office of the Chief
(8 posts)
1 D-1, 1 P-5, 1 P-3, 1 P-2,
1 FS, 1 FS,[c] 1 NS, 1 UNV
Administrative Services***
Office of the Chief
(28 posts)
1 D-1, 1 P-4, 4 P-3, 2 P-2, 1 FS, 1 FS,[c] 8 NS, 10 UNV
Communications and Information Technology Section
Office of the Chief
(3 posts)
1 P-3, 1 FS,[b] 1 NS
Mission Support Centre
(66 posts)
1 P-5, 6 P-4, 3 P-3,
4 P-2, 12 FS,
10 FS,[a] 11 NS,
17 UNV
Engineering Section
(192 posts)
1 P-5, 1 P-4, 1 P-4,[b]
7 P-3, 2 P-2,
11 FS, 8 FS,[a] 8 NO,
155 NS, 32 NS,[c]
44 UNV
Supply Section
(235 posts)
1 P-5, 3 P-4, 6 P-3,
10 FS, 3 FS,[a] 8 FS,[d]
5 NO, 116 NS,
13 NS,[a] 4 NS,[c]
86 UNV, 8 UNV,[a]
1 UNV,[c]
Movement Control Section
(240 posts)
1 P-5, 1 P-4, 6 P-3,
42 FS, 10 FS,[a] 1 NO,[c]
120 NS, 13 NS,[c]
45 UNV, 4 UNV,[a]
Aviation Section
(245 posts)
1 P-5, 2 P-4, 3 P-4,[b]
9 P-3, 9 P-2, 2 P-2,[b]
42 FS, 7 FS,[a] 1 FS,[c]
2 NO, 2 NO,[c]
65 NS, 6 NS,[a]
101 UNV, 13 UNV,[a]
Transport Section
(404 posts)
1 P-5, 3 P-3, 1 P-2,
23 FS, 4 FS,[a]
336 NS, 38 UNV
Contingent-owned Equipment and Property Management Section
(107 posts)
1 P-5, 3 P-4,
4 P-3, 26 FS, 7 FS,[a]
38 NS, 1 NS,[c]
27 UNV, 2 UNV,[a]
Medical Section
(103 posts)
1 P-5, 1 P-4, 8 P-3, 6 FS,
1 FS,[a] 4 NO, 54 NS, 28 UNV
HIV/AIDS
(8 posts)
1 P-4, 1 NS,
4 NO, 2 UNV
Communications and Information Technology Section
(318 posts)
2 P-4, 12 P-3, 8 P-2, 57 FS,
13 FS,[a] 175 NS,
47 UNV, 2 UNV[a]
GIS Cell
(20 posts)
1 P-4, 2 P-3,
1 P-2, 3 FS,[c]
5 NS, 6 UNV
Facilities/Camp Management Services Unit
(112 posts)
1 P-3, 1 P-2, 2 FS,
3 FS,[a] 79 NS, 25 UNV
Human Resources Section
(102 posts)
1 P-5, 3 P-4, 1 P-4,[b] 8 P-3,
22 FS, 2 FS,[a] 7 FS,[d] 2 NO,
41 NS, 7 NS,[a] 8 UNV
Procurement Section
(45 posts)
1 P-5, 3 P-4, 8 P-3, 7 FS, 1 FS,[a] 7 FS,[d]
11 NS, 7 UNV
Finance Section
(89 posts)
1 P-5, 2 P-4, 5 P-3, 3 P-2,
23 FS, 9 FS,[a]
32 NS, 4 NO, 10 UNV
Total: 3,360

* Includes the immediate office of the Director of Mission Support, Aviation Safety Unit, Budget and Cost Control Section, Administrative Coordination Unit.

** Includes Local Property Survey/Claims Review Board, Board of Inquiry Unit and Property Control and Inventory Unit.

*** Includes UNV Programme Support Unit, Welfare Unit, Translation and Interpretation Unit, and Staff Counsellor.

[a] New post or position.

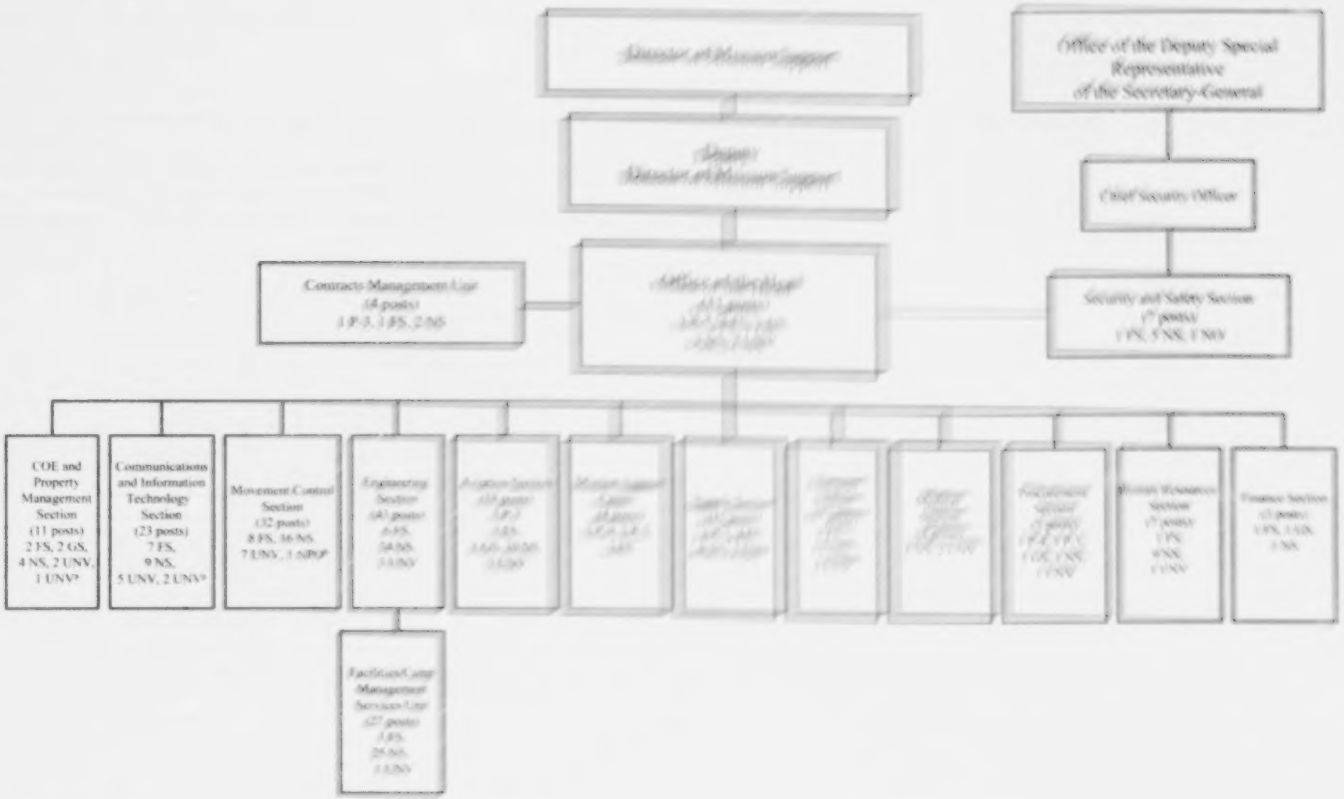
[b] Reclassified.

[c] Redeployed.

[d] Posts converted to the Field Service category.

Abbreviations:
FS – Field Service
GIS – General Information System
UNV – United Nations Volunteers
NO – National Officer
NS – National General Service staff

C. Entebbe logistics hub


Office of the Deputy Special Representative of the Secretary-General
Chief Security Officer
Contracts Management Unit
(4 posts)
1 P-3, 1 FS, 2 NS
Security and Safety Section
(7 posts)
1 FS, 5 NS, 1 NO
COE and Property Management Section
(11 posts)
2 FS, 2 GS, 4 NS, 2 UNV, 1 UNV[b]
Communications and Information Technology Section
(23 posts)
7 FS, 9 NS, 5 UNV, 2 UNV[b]
Movement Control Section
(32 posts)
8 FS, 16 NS, 7 UNS, 1 NPO[b]
Engineering Section
6 FS, 34 NS
Facilities and Camp Management Services Unit
1 FS, 25 NS, 1 UNV
Human Resources Section
1 FS, 6 NS, 1 UNV
Finance Section
1 FS, 1 UN, 3 NS

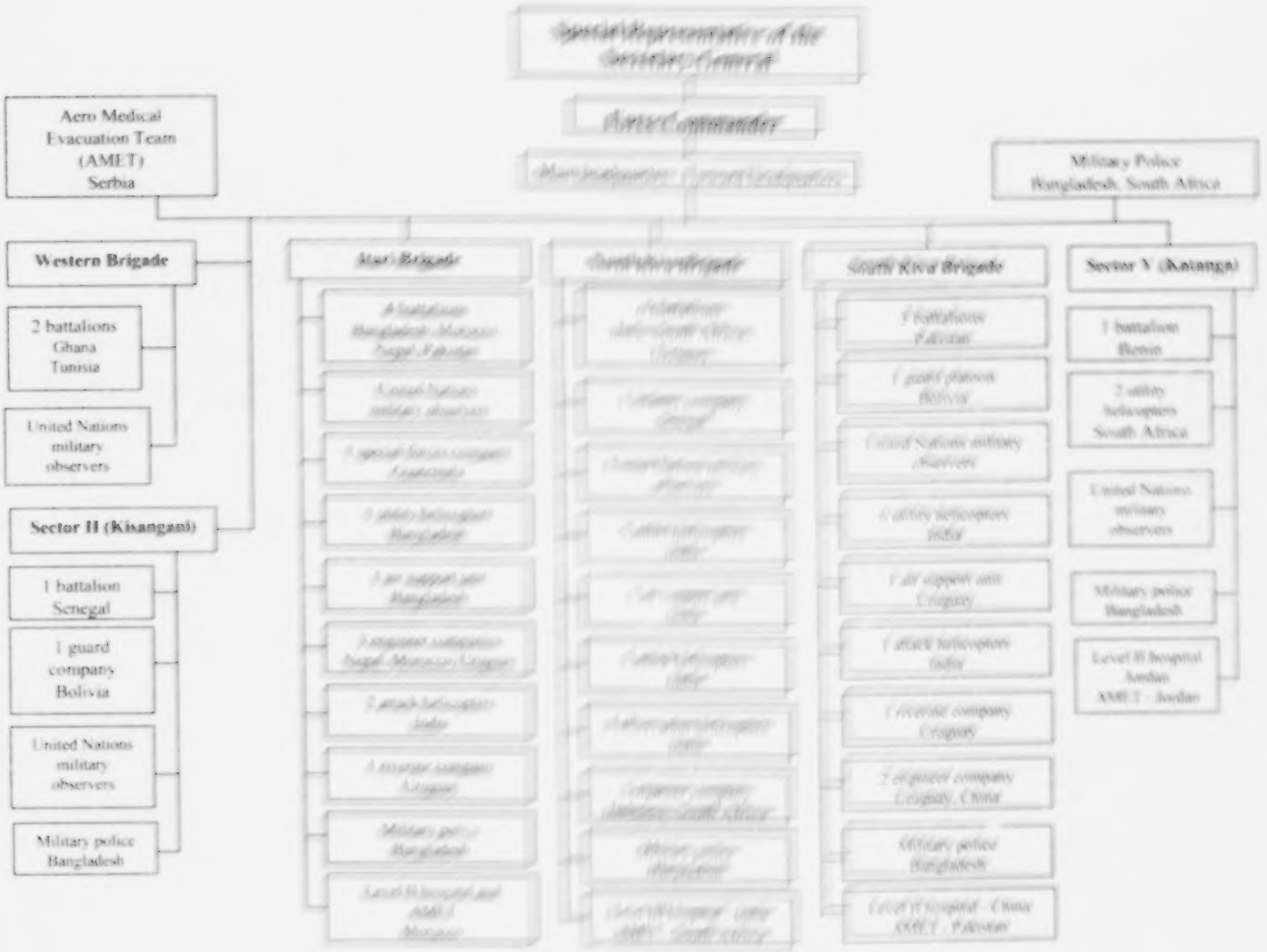
[1] Includes Aviation Safety, Budget and Cost Control, Local Property Survey Board and Claims Review Board personnel, Property Control and Inventory Unit.

[a] New post or position.

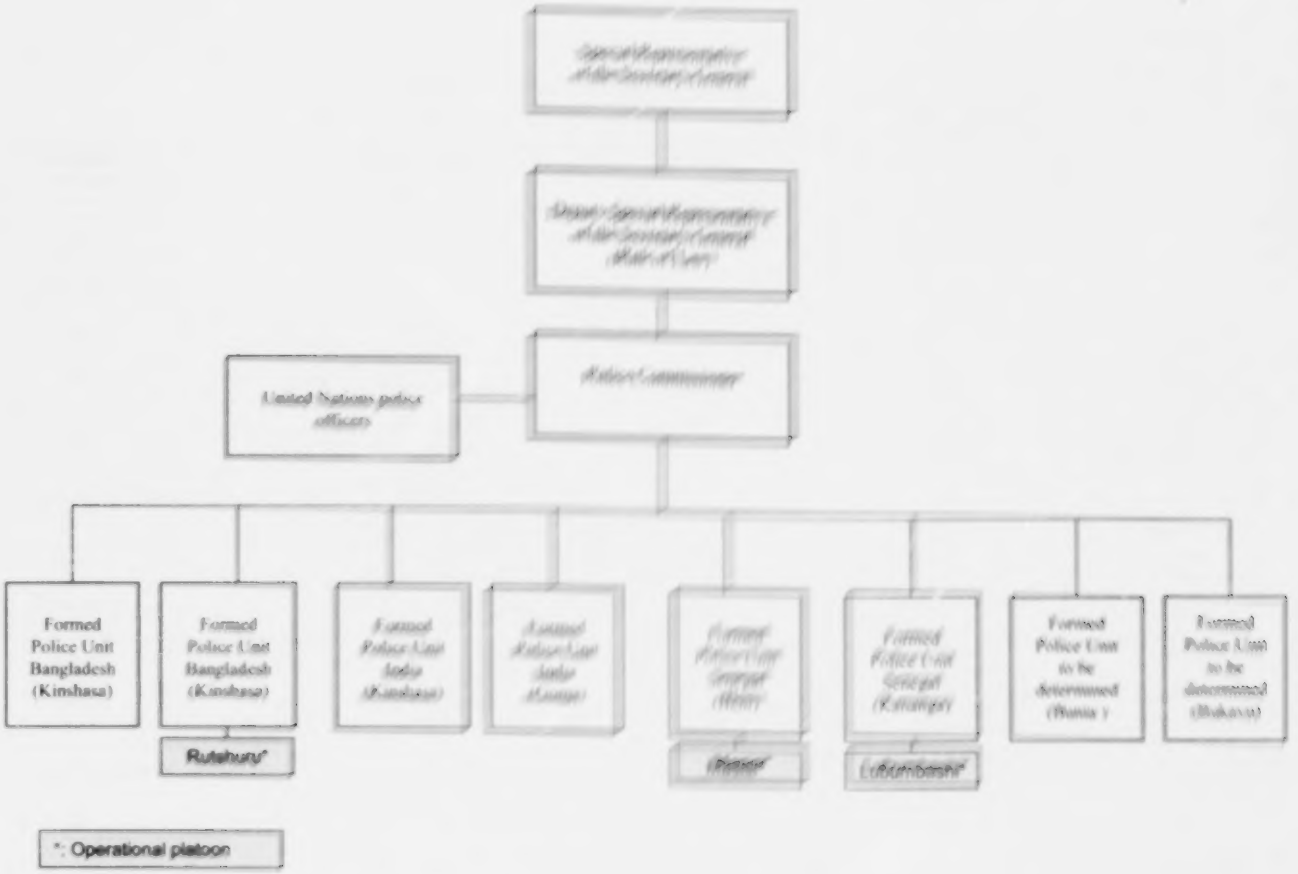
[b] Reclassified.

Total: 231

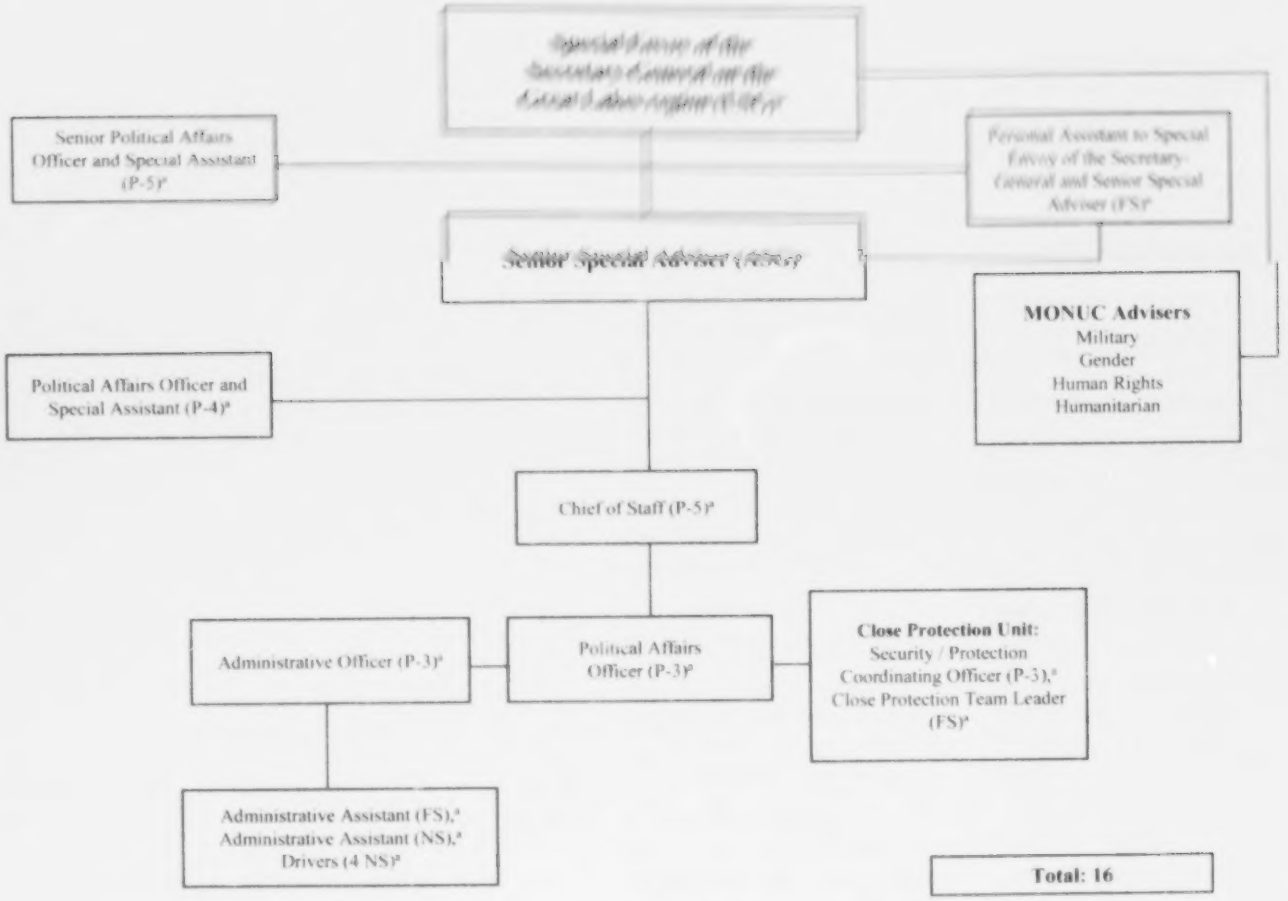
D. Military contingents and observers (from end of 2007)



E. United Nations police


United Nations police officers
Formed Police Unit Bangladesh (Kinshasa)
Formed Police Unit Bangladesh (Kinshasa)
Rutshuru*
Formed Police Unit to be determined (Bukavu)
*: Operational platoon

F. Office of the Special Envoy for the Secretary-General on the Great Lakes region


Special Envoy of the Secretary-General on the Great Lakes region (USG)
Senior Political Affairs Officer and Special Assistant (P-5)[a]
Personal Assistant to Special Envoy of the Secretary-General and Senior Special Adviser (FS)[a]
Senior Special Adviser (ASG)[a]
MONUC Advisers
Military
Gender
Human Rights
Humanitarian
Political Affairs Officer and Special Assistant (P-4)[a]
Chief of Staff (P-5)[a]
Administrative Officer (P-3)[a]
Political Affairs Officer (P-3)[a]
Close Protection Unit:
Security / Protection Coordinating Officer (P-3),[a]
Close Protection Team Leader (FS)[a]
Administrative Assistant (FS),[a]
Administrative Assistant (NS),[a]
Drivers (4 NS)[a]
Total: 16

[a] New position funded under general temporary assistance.

Abbreviations:
FS – Field Service
NS – National General Service staff

Annex II

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Stabilization of sensitive areas in eastern Democratic Republic of the Congo (United Nations Security and Stabilization Support Strategy)	Implementation of the disengagement plan Strengthening of FARDC capacities and protection of at-risk populations	• Regroupment centres are established in the two Kivus as part of the disengagement plan to host armed groups • Temporary garrisons are established in the Kivus as part of the disengagement plan to host FARDC elements • Ex-combatants are demobilized and reintegrated • Long-term sustainable reintegration of ex-combatants is achieved • The Democratic Liberation Forces of Rwanda (FDLR) are either repatriated or relocated • The Congolese National Police (PNC) is deployed in areas of separation • Brassage centres and long-term garrisons are established to accommodate FARDC	• **Lead**: Department of Peacekeeping Operations • **Partners**: MONUC Integrated Office, United Nations Development Programme (UNDP), United Nations country team, MONUC Substantive sections, MONUC military • **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office **Funding** • **Requested**: $99,691,050 • **Obtained**: $7,600,000 • **Gap**: $92,091,050
	Spoilers are identified and sanctioned; political leaders are encouraged to follow through on commitments; diplomatic relations improved	• Spoilers' assets have been frozen • *Genocidaires* are arrested • FDLR leaders locally and abroad face travel restrictions	• **Lead**: Political Affairs Division, Joint Mission Analysis Cell, Department of Peacekeeping Operations

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Spoilers face judicial and/or financial proceedings locally	• **Partners**: MONUC Integrated Office, International Criminal Court (ICC), UNDP, the Office of the High Commissioner for Human Rights (OHCHR), United Nations country team, international facilitation • **Mechanism**: Integrated Mission Planning Team (IMPT), Eastern Coordination Office, international facilitation
	Roads and state infrastructure are built along priority axes most affected by conflict	• Key strategic road axes are made sustainably accessible in areas affected by conflict • Basic state infrastructure is rehabilitated/constructed along the axes	• **Lead**: Department of Peacekeeping Operations • **Partners**: MONUC Integrated Office, United Nations Office for Project Services (UNOPS), UNDP, World Food Programme (WFP), European Commission (EC), International non-governmental organizations, national and local authorities • **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office, United Nations Security and Stabilization Support Strategy Steering Committee **Funding** • **Requested**: $46,148,639 • **Obtained**: $31,772,880 • **Gap**: $14,375,759

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	National police are deployed	• The National police is deployed along priority axes. Special sexual and gender-based violence police units are deployed within the National police units	• **Lead**: MONUC United Nations Police/Department of Peacekeeping Operations • **Partners**: MONUC Integrated Office, UNOPS, UNDP, European Union Police (EUPOL), National and provincial authorities • **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office **Funding** • **Requested**: $21,702,867 • **Obtained**: $19,820,080 • **Gap**: $1,882,787
	Judiciary and prison personnel are deployed	• Prisons are rehabilitated and operational along the priority axes • Criminal cases processes increase • Pre-trial detainees cases decrease	• **Lead**: MONUC Rule of Law/Department of Peacekeeping Operations • **Partners**: MONUC Integrated Office, UNOPS, UNDP, Justice restoration programme for eastern Democratic Republic of the Congo, national and international non-governmental organizations, national and provincial authorities • **Mechanism**: Integrated Mission Planning Team, Rule of Law Group, Eastern Coordination Office

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			Funding • **Requested**: $12,058,909 • **Obtained**: $6,558,160 • **Gap**: $5,500,749
	State representatives are deployed	• Legally recognized state representatives are deployed along the priority axes	• **Lead**: Chief of Administrative Services/Department of Peacekeeping Operations • **Partners**: MONUC Integrated Office, UNOPS, UNDP, national and international non-governmental organizations, national and provincial authorities • **Mechanism**: Integrated Mission Planning Team, Thematic Group on Decentralization and Governance, Eastern Coordination Office
			Funding • **Requested**: $4,866,003 • **Obtained**: $2,718,969 • **Gap**: $2,147,034
	Border police are deployed	• Border police deployed and the number of criminal incidents reported along eastern borders diminishes	• **Lead**: International Organization for Migration (IOM) • **Partners**: MONUC Integrated Office, UNOPS, UNDP, United Nations Police, EUPOL, national and provincial authorities

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			• **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office **Funding** • **Requested**: $8,778,000 • **Obtained**: $6,500,000 • **Gap**: $2,278,000
	Refugees and internally displaced persons return and are reintegrated	• Tripartite agreements are signed and refugees from Uganda, Burundi and Rwanda safely return to the Democratic Republic of the Congo	• **Lead**: Office of the United Nations High Commissioner for Refugees (UNHCR)/ United Nations Children's Fund (UNICEF)
		• Protection benchmarks on the durability of return of internally displaced persons are met and internally displaced persons safely return to their areas of origin	• **Partners**: MONUC Integrated Office, UNOPS, UNDP, WFP, Food and Agriculture Organization of the United Nations (FAO), Office for the Coordination of Humanitarian Affairs, national and international non-governmental organizations, national and provincial authorities • **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office, Protection Cluster, Provincial Interagency Committee **Funding** • **Requested**: $79,429,060 • **Obtained**: $27,500,000 • **Gap**: $51,929,060

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Local peacebuilding, reconciliation and conflict resolution minimizes conflict	• The cases of violence reduce along the priority axes	• **Lead**: UNDP • **Partners**: MONUC Integrated Office, UNOPS, United Nations Human Settlements Programme (UN-Habitat), UNHCR, UNICEF, WFP, FAO, Office for the Coordination of Humanitarian Affairs, national and international non-governmental organizations, national and provincial authorities • **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office, Protection Cluster, Provincial Interagency Committee **Funding** • **Requested**: $19,050,000 • **Obtained**: $3,900,000 • **Gap**: $15,150,000
	Social and economic recovery takes place along the priority axes	• Areas along the priority axes have minimal services in health, education, and water and sanitation, as well as increased employment opportunities	• **Lead**: UNICEF/UNDP • **Partners**: MONUC Integrated Office, UNOPS, UNHCR, WFP, FAO, Office for the Coordination of Humanitarian Affairs, International Labour Organization (ILO), IOM, UNFPA, national and international non-governmental organizations, national and provincial authorities

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
			• **Mechanism**: Integrated Mission Planning Team, Eastern Coordination Office, Protection Cluster, Provincial Interagency Committee **Funding** • **Requested**: $72,000,000 • **Obtained**: $6,000,000 • **Gap**: $66,000,000

MONUC
April 2009
MONUC Headquarters
Sector Headquarters
Brigade Headquarters
Logistics base
Military Sector boundary
A Military Liaison Office is located in both Kampala and Kigali
International boundary
Provincial boundary
National capital
CENTRAL AFRICAN REPUBLIC
SUDAN
UGANDA
RWANDA
BURUNDI
DEMOCRATIC REPUBLIC OF THE CONGO
CONGO
ANGOLA
ZAMBIA
UNITED REPUBLIC OF TANZANIA
Bangui
Kampala
Kigali
Bujumbura
Kinshasa
Brazzaville
Lubumbashi
Kasenga
Kalemie
Goma
Bukavu
Uvira
Kisangani
Bunia
Gbadolite
Zongo
Obo
Mbandaka
Matadi
Boma
Moanda
Pointe Noire
Cabinda
Dilolo
Kolwezi
Likasi
Kamina
Mbuji-Mayi
Kananga
Luiza
Sakania
Zobia
Mahagi
Bunia
Aru
Rwindi
Beni
Goma
Masisi
Goma
Mushake
Bukavu
Sake
Goma
Kitchanga
Minova
Walungu
Bukavu
Pinheiro
Phalaborwa
Nchelenge
Mansa
Ndola
Kitwe
Solwezi
Luena
Saurimo
Dundo
Lobito
Benguela
Namibe
Lubango
Menongue
Cuito
Cuanavale
Ondjiva
Xangongo
Ruacana
Oshakati
Grootfontein
Otjiwarongo
Windhoek
Keetmanshoop
Walvis Bay
Swakopmund
Luderitz
Rundu
Katima Mulilo
Kasane
Francistown
Maun
Shakawe
Gaborone
Lobatse
Ghanzi
Tshabong
Hukuntsi
Kang
Jwaneng
Orapa
Selebi-Phikwe
Palapye
Serowe
Mahalapye
Molepolole
Kanye
Mochudi
Tlokweng
Lobatse
Ramotswa
Kgalagadi
Ts